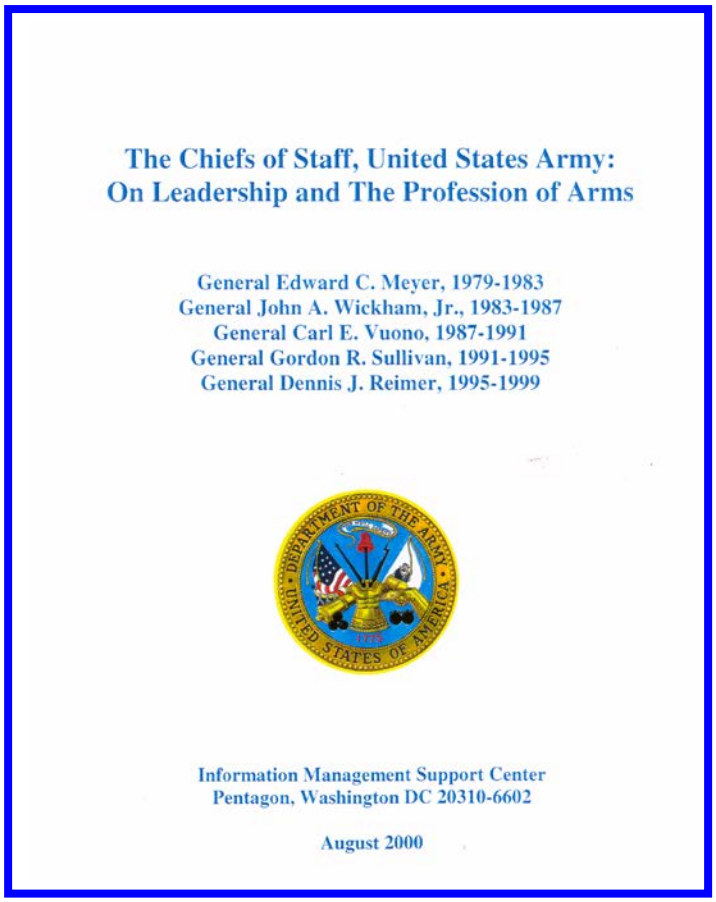
The Chiefs of Staff, United States Army: On Leadership and The Profession of Arms

General Edward C. Meyer, 1979–1983
General John A. Wickham, Jr., 1983–1987
General Carl E. Vuono, 1987–1991
General Gordon R. Sullivan, 1991–1995
General Dennis J. Reimer, 1995–1999

Updated to Include:

General Eric K. Shinseki, 1999–2003



December 2016

IMCEN Books Available Electronically, as of September 2001

(Before the 9/11 Terrorist Attacks on New York and the Pentagon, September 11, 2001)

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

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

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

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

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

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

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

1. E-mail the IMCEN XO, currently LTC Dean Mattson, at MATTSDE@HQDA.ARMY.MIL, or call (703) 697-1365; DSN 227-1365. Address: Information Management Support Center, 6602 ARMY Pentagon, Washington, DC 20310-6602.
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2016 versions online at cissm.umd.edu/ (as of 2017)

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Note for the 2016 Edition

This edition adds General Eric Shinseki's chapter to *The Chiefs of Staff, United States Army: On Leadership and The Profession of Arms*, published by the Information Management Support Center (IMCEN) in 2000. The memo on the following page from Michael Selves, IMCEN's then-director, explains the background and purpose of the "Army Chief of Staff quotebook." General Shinseki's chapter is being added in this way in order to share his thoughts, experience, and wisdom.

IMCEN was one of the Pentagon offices struck in the 9/11 terrorist attacks on September 11, 2001, and a number of IMCEN personnel were killed, including the director, Michael Selves, and LTC Dean Mattson, the executive officer. Both individuals were deeply involved in the Chief of Staff quotebooks and the other "IMCEN Books."

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Many individuals and offices contributed to the original "Chief of Staff" (CSA) publications. Without the involvement of IMCEN personnel Michael Selves, LTC Dean Mattson, Robert Laychak, Andrew Hare, Michelle A. Davis, and Dolly Neth the original CSA quotebooks and the other IMCEN Books could not have been published. Individuals who contributed in special areas included Bill Morris; Dr. Andrea Williams; Dr. Margaret Scheffelin, who was involved in every phase of all of the IMCEN Books and provided invaluable, in-depth help; and Clifford Yamamoto, who provided sustained support and help.

Regarding the 2016 edition, special thanks to Edward J. Scheffelin and the Visual Tutor Company for generous support; Susan Borcherding; Robb Todd; and most of all, Clifford Yamamoto. A number of editorial changes have been made in this edition, and italics and underlining have been added in some cases.

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DEPARTMENT OF THE ARMY
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6602 ARMY PENTAGON
WASHINGTON DC 20310-6602

August 11, 2000

REPLY TO
ATTENTION OF

JDIM-ZA

To the reader:

In this book five Army Chiefs of Staff talk to you. You can use their thoughts for professional development, for insights on leadership and command, for lessons gained from the Army's experience in peace and war, to understand the challenges each Chief of Staff faced and how he met those challenges, to understand how the Army has developed, and for inspiration.

The period reflected in this book, 1979-1999, is important in the history of our Army, for it includes the building of the Army of the '80s that fought the Gulf War, the ending of the Cold War and the Army's work to meet the demands of the Post Cold War environment, and the positioning of our Army to meet the challenges of the 21st century.

The quotations in the first four chapters of this book are from the *Collected Works* of General Edward C. Meyer, General John A. Wickham, Jr., General Carl E. Vuono, and General Gordon R. Sullivan, and after each quotation you will find the page number or numbers on which you can find the original quotes. The quotations from General Dennis J. Reimer are from his *Collected Works* and other selected material, and these quotations are footnoted. Each *Collected Works* is a compilation of the Chief of Staff's written and spoken words including major addresses to military and civilian audiences, articles, letters, Congressional Testimony, and edited White Papers.

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The thoughts of our Chiefs of Staff are an invaluable legacy that can assist leaders at every level to meet the challenges of today and tomorrow. We hope this book will help you to learn and build on the wisdom and experience of these great leaders!

Michael L. Selves
Director of Information Management
Headquarters, Department of the Army

Table of Contents

General Edward C. Meyer

United States Army Chief of Staff
June 1979–June 1983

General Edward C. Meyer served as the twenty-ninth Chief of Staff, United States Army. All the quotations in this chapter are from his collected works, entitled *E. C. Meyer General, United States Army Chief of Staff June 1979–June 1983*.

Subjects

The Army
The Army—The Human Dimension
The Army—Relationship with the Nation
Band—Army
Caring
Change
The Chaplain
Civilians
Climate—Leadership
Cohesion
Combat/Winning the Battle
Command
Command Presence
Communication
Constructive Focus
Courtesy
Credibility
Criticism
Decisionmaking
Deterrence
Discipline
Divesting
Doctrine
Drugs and Alcohol
Education
Enthusiasm
Equal Opportunity
Example
Families
Fitness—Physical
Force Multipliers
Freedom
Humor
Idealism
Ideas
Influence
Intelligence—Military
Leadership
Leadership—The United States
Leadership and Management
Loyalty
Maintenance
Management
Mobilization
NCOs
Organizational Structure
Power
Preparedness
Principle
Priorities
Procurement
The Profession of Arms
Professionalism/Professional Development
Protecting Units/Heatshields
Public Affairs
Purpose
Readiness
Recruiting
Reflecting
Reserve Components
Resources
Respect
Service
Soldiers
Spirit
Staff
Standards
Support
Technology
Thinking
Time
Training
Unity—National
Values
Vision
War
Work—Building On

General Edward C. Meyer: 1979–1983

The Army

The heart of our task is the support and defense of the Constitution; *ergo*, the preservation of our national values through preparation for war. –p. 120

Our national purpose is, of course, not war, but the concerted effort to avoid war by interrupting the chain of events which link change to conflict. –p. 376

In an imperfect world in which there is evil, there is a need to counter that evil in order to protect your own people. –p. 331

One, war is evil. Two, it would be preferable if there were no threats in the world. Three, there are threats in the world; therefore, it is not possible to do away with the need for armies, policemen or firemen; so there is the requirement for people to deter or to be able to respond. –p. 331

The Army of the future is essentially what I as Chief of Staff will be charged with by history—whether or not the Army created during my tenure is up to the task of the decade ahead. –p. 157

The best Army must be *flexible, technologically competent, strategically deployable, and tactically sound.* –p. 323

It is not the big armies that win battles; it is the good ones. –Marshal Maurice de Saxe, p. 283

The Army provides the capacity for sustained land warfare—a vital national institution. –pp. 332, 311

The Army—The Human Dimension

The community of Army people, the Soldiers, their families, and our civilian workforce constitute a mosaic of individual talents, concerns, and capabilities united by a shared sense of purpose. –p. 64

The Army can be only as good as the men and women who comprise it. –p. 31

People are not in the Army, they are the Army. –GEN Creighton Abrams, p. 2

The Army—Relationship with the Nation

An Army does not fight a war, a nation does. –p. 206

Nothing so disturbs the Soldier's dedication and service to the ideals of this nation than an insecurity in the domestic support extended to him. –p. 42

Close bonds and a special relationship must endure between the military and society if we're to be an effective instrument of national power. –p. 228

Preparedness requires the involvement of the military with the American society throughout, so that at any critical transition in history, there's no last-gasp attempt to close that gap. –p. 231

What we need is an agreement within the Congress, within the administration, and among those of us who are responsible for planning the use of military forces, on what priorities are; and then we must continue our commitment to fulfilling them. –p. 165

It is a too-often forgotten fact that when the United States Army is committed, that the American people themselves are committed. When the American people drop that commitment, then the Army cannot remain committed. Our Army does not exist to serve itself, but to serve the American people. That's important for us to understand at this instance in history. It's easy for people to be patriotic when the enemy hits you aside of the head with a 2x4, or there's a bombing of Pearl Harbor, but it's more difficult to feel the need for sacrifice in more ambivalent circumstances. –p. 230

Band—Army

The Army Band is the best spokesman for the Army. –Carol Meyer, p. 310

Caring

While Soldiers entrusted to you will care about what you know, they will also certainly know by your actions whether or not you care about them. In fact, their continued association with the Army will depend on their knowing that they count as individuals. –p. 312

The soldier needs the security of knowing that he is valued. –p. 9

Invariably when a Soldier has a problem, it's his first-line supervisor or first-line leaders who determine whether the Soldier thinks the Army cares. –p. 336

Soldiers who are assumed to solve their own problems will in turn assume nobody cares. –p. 3

Change

We must manage change, instead of being managed by change. –p. 231

No plan survives contact with the enemy. –von Moltke, p. 88

The Chaplain

The chaplain, like the artillery, is never held in reserve. –p. 4

Civilians

Our civilian employees are a very real part of the Army's warfighting capability. We rely on civilians for a major share of our total peacetime support effort and to perform nearly three-quarters of the tasks needed to run Army bases. –p. 62 (February 1980)

The U.S. Army is absolutely dependent upon its civil servants to ensure the sustainability of the force through our depot and base systems and to ensure the readiness of the force. –p. 175

The Army's civilian workforce is absolutely critical to the successful accomplishment of our mission. –p. 177

Climate—Leadership

Battalion and brigade commanders have to take the role of teacher and must recognize that people are going to make mistakes. By doing that they are going to learn. Two months or three months from now that whole unit will be better. That's the climate I believe we need to create. –p. 331

But of even greater importance is *the quality of the soil in which we plant and raise that seed.* –GEN Meyer referring to soldiers when they first join the Army, p. 215

Maintenance of a continuous ability to go to war is my foremost goal as Chief of Staff. Integral to that preparedness is my second goal—the creation of an environment within which each Soldier and each civilian finds fulfillment through individual development, both personal and professional a climate within the Army that permits each individual to have the opportunity to fulfill himself to his total capability. –pp. 106, 12

I believe very strongly in loyalty within the organization, but I also feel that loyalty requires me to protect the guy down in the bowels—who has a different idea than I do—against the other people in the organization who think that there is only one way to go. I would try to create that environment within the Army so that there is the opportunity for free flow of information up and down. –p. 308

Cohesion

One of the keys to developing cohesion is the existence of a common threat; or in its absence, the structuring of a common challenging experience for your units. –p. 110

The cohesion that matters on the battlefield is that which is developed at the company, platoon, and squad levels. The Soldier must experience that sixth sense, the belonging to a group, to a unit. –pp. 58, 132

Cohesion needs the heat of stress to take effect. –p. 110

Cohesion is a product of policy and actions at all levels to establish strong interpersonal bonds which mold a unit into a cohesive team. –p. 56

Some units appear to offer extraordinary support to soldiers, permitting them to psychologically sustain intense levels of conflict. Studies of effective units reduce to the following tenets: the need for a bonding process with one's fellow Soldiers, trust in one's leaders, support from home, and confidence in the unit's power. –pp. 243, 244

What enabled Soldiers to attack, and attack, and attack week after week in mud, rain, dust, and heat until the enemy was smashed? This drive was more a positive than a negative one. It was love more than hate. Love manifested by (1) regard for their comrades who shared the same dangers, (2) respect for their platoon leader or company commander who led them wisely and backed them with everything at his command, (3) concern for their reputation with their commander and leader, and (4) an urge to contribute to the task and success of the group and unit. –a study of American soldiers in the Tunisian campaign, p. 243

(*See also* Loyalty; Training)

Combat/Winning the Battle

The first stage of combat is fought in the minds of prospective opponents. –GEN Meyer paraphrasing George Washington, p. 38

In the Korean War I was a 2nd Lieutenant, commanding a company. I had a corporal as a platoon leader, a sergeant as a platoon leader, and one other sergeant in the company. That's not the way you want to go to war, but that's the way you may have to go to war. So we have to train our people the best we can so we're able to perform in whatever manner we're called upon. I've always been amazed at what individuals can do when they have to when called upon, particularly in combat. –p. 30

If our people are convinced we are in a just war, if you have the kind of morale in this country that comes from thinking a war is worth fighting and winning, we will win it. –Senator William Proxmire, p. 75

It is the quality of units which in the end determines a nation's success on the battlefield. –p. 242

Command

Command is a privilege—the fulfillment of a Soldier's career. –pp. 163, 111

The commander leads by assessing his resources and establishing his goals and tasks sufficiently ahead to focus the organization on accomplishment of the mission. Those who long for the "good old days" neglect the opportunity to write their own chapters in history. –p. 6

You can tell the difference when a brigade or battalion commander comes in with a long-term approach rather than to try to run 100 miles an hour. It puts him in a teaching mode as opposed to in a directive mode. I believe that's very critical because you have to develop subordinates. –GEN Richard Cavazos, p. 330

Command Presence

I do not normally preschedule my visits to installations about the country. While this may cause increased anxiety levels for post and unit commanders, it minimizes the potential diversion of Soldier assets to externals. –p. 5

Communication

Communications dominate war; broadly considered they are the most important single element in strategy, political or military. –Alfred Mahan, p. 215

Too often we place the burden of comprehension on those above or below us—assuming both the existence of a common language and a motivation. –p. 88

Constructive Focus

The problems and difficulties of life are present to test our mettle as rational creatures. The winners in this challenge are not those who contentedly curse the darkness, but those who in their own way light a small candle toward improvement of the general welfare. –p. 10

You've got to go from where you are. You've got to do the best with what you have. –p. 20

Courtesy

The *Washington Star* of 14 April 1981 had a great one-picture summary of General Omar Bradley. It was a cartoon by Bill Mauldin, in which he had General

Bradley sitting in the front seat of a jeep. Of course, there were his famous Soldier characters, Willie and Joe, who Mauldin used to convey very fundamental things about what soldiering was all about. He did it very well. In this cartoon, he had General Bradley sitting in the front seat of the jeep, with four stars on the license plate. Willie is saying to Joe, "he can't be a general." He said, "please." –p. 195

Credibility

Be absolutely honest and open with Congress. As soon as your credibility is gone with Congress, you've lost your ability to influence. –p. 328

Criticism

I expect commanders to make your views known regarding the shortcomings you observe—that's healthy and desired. Mother Army needs to be exercised by concerned commanders to remain aware and responsive. –p. 107

Decisionmaking

Up to the point of decision, you have the right, indeed, the obligation, to lay out your views clearly. Once the decision is taken, you have the responsibility either to salute or to leave. –p. 194

There are four filters I use as I look at alternatives. I call them my "to do what," "to do when," "to be done by whom," and "to do how" filters. –p. 301

Deterrence

To the extent we do not structure and posture forces in accordance with our declaratory deterrent policy, we invite the very war we seek to deter. –p. 52

Discipline

To prepare for its vital role, the military must insist upon a respect for duty and a discipline without counterpart in civilian life. –The Supreme Court, p. 120

Divesting

The absence of a profit-oriented performance system in government makes it conceivable, indeed inevitable for a time, that governmental organizations will live beyond their useful lifetimes. –p. 87

Doctrine

Doctrine is not history. Doctrine is the future. –p. 324

Drugs and Alcohol

The biggest impact of drug use on readiness is alcohol. Alcohol decreases the capability of the soldier to be able to do his job, and has the biggest impact on the number of days away from work. –p. 232

Education

The educational system we have within the Army permits us to stretch the minds and the attitudes of our future leaders to the utmost. –p. 222

Data or knowledge is not synonymous with wisdom. Education is most meaningful if it has imparted an ability to accept, test, classify, and reason from new bits and pieces of information. –p. 207

Enthusiasm

Maintain inward enthusiasm toward your profession, toward the Army. It's amazing how much success comes from enjoying what you do. –p. 86

Equal Opportunity

We must continue to set the standard for the nation in ensuring that racial and sexual barriers are truly eliminated. Our recent review of the role of women in uniform is a case in point. Many of our policies here-to-date ensured that women would fail. That needed to be changed. Clearly women have earned the right to be partners in uniform. We plan on clearing the air on how that can best be accomplished. –p. 325

Women are absolutely essential to what we're going to do in the Army. –p. 337

Example

In the final measure, nothing speaks like deeds. –p. 379

Families

Our successes are often made possible and our disappointments tolerable because of the support given us by our spouses. –p. 22

We recruit Soldiers, but we retain families!! –p. 123

You must look well beyond the bare-bones of your relationships to give them richness, completeness, and meaning. –p. 208

Concerned hearts and generous hands creatively joined can compensate for much in our special way of life, but they do need material assistance. –p. 322

The Army wife has always sought to reach out to her Army community. –p. 124

Fitness—Physical

Soldiers who are physically fit are going to enjoy their lives more. They're going to be able to do their jobs better. They're going to have less sick time, which helps them and the Army and they will be around longer. –p. 337

Force Multipliers

Force multipliers include: our evolving concept of how to fight on the modern battlefield, the far more capable equipment we are now either fielding or developing, our investment in good units and good Soldiers, strategic mobility, collective security and Security Assistance, and improving Special Operations Forces. –p. 343

(*See also* Intelligence; Resources; Support)

Freedom

Our freedom to abide by an inner vision—our opportunity to meet some personal challenge—is entirely dependent upon our nation remaining free. –p. 385

There are but a handful of nations that possess the freedoms we possess. –p. 201

George Washington was a man who established what the American personality can be—what it should be—what it must be—if we are to survive—prevail—grow in our hard-won freedoms—and pass them on intact for succeeding generations. –p. 260

Humor

When I was first assigned to the 25th Armored Rifle Battalion, the commander had been in the Army a long period of time. But he hadn't learned very well how to remember things, so he used to jot down notes on 3x5 cards. Whenever he'd get up to speak, he'd always use these 3x5 cards. We were having our first Hail and Farewell and he was saying goodbye to his Adjutant who, at that time, had been his Adjutant for four and a half years. He said, "We're gathered together tonight to say goodbye to er—(glancing down at his cards)—Major and Mrs. Smith. Major Smith has been my, er (glancing down at his cards)—Adjutant—for the last, er (glancing down at his cards)—four and a half years. While he was the, er (glancing down at his cards)—Adjutant—he did, er (again glancing down at his cards)—a very good job. He's going off to, er, (once again, glancing down at his cards)—Ft. Lewis, Washington. He goes with our best wishes and those of our Lord, er (finally, a last glance at his cards)—Jesus Christ." [The lights went out briefly at this point.] I'm sorry Father, and you too, Lord... –p. 29

Idealism

I'm proud of the American soldiers, the sailors and airmen who have joined on a volunteer basis to man our forces today. I'm also proud of our young Americans who are serving in other capacities—in VISTA, in the Peace Corps, community programs, and all the forms of personal and institutional programs we have—and the way in which they're able to show their American idealism through such outreach. –p. 231

General Edward C. Meyer: 1979–1983

Ideas

Having a good idea is only the point of departure. –p. 301

Those extraordinary men who founded our nation swore their fortunes, their sacred honor—their very lives—for the sake of an idea. –p. 385

Influence

How do you influence ensuring that change takes place? You have to attack when the paper is blank. The time you strike hardest is when there are a lot of people coming in with a lot of blank sheets. You influence people by being there at that point in time when they are looking for the idea and seeing that you have someone there to plug that idea in. –p. 328

The selection of key subordinates is an invaluable tool to influence affairs. –p. 381

Another way to influence Congress is to get them out to see Soldiers. Soldiers have a better impact on congressmen than you or I will ever have. –p. 328

(*See also* Credibility)

Intelligence—Military

Intelligence, properly applied, is one of the key force multipliers available to the nation. –p. 136

Electronic Warfare is a combat force multiplier. Using EW on the battlefield should be as automatic as using artillery fires. –pp. 112, 111

We have improved our ability to see in depth on the battlefield with satellites. –p. 149

We need to lay out the issues of interoperability with our allies to determine how we protect national interests, while at the same time enhance alliance capabilities. Such issues of interoperability need to be addressed prior to the acquisition of new systems. –p. 22

Leadership

How concern and respect are manifested by each of us is the essence of leadership. Just as there are two types of diamonds—gem and industrial quality—there are two types of leadership. The first type, the gem quality, is functional if we only desire our leadership to appear beautiful. The second, or industrial quality—though not cleaved, faceted, and polished—is the more functional because its uses are creative. The Army's need is for the industrial quality, the creative quality of leadership.

Just as the diamond requires three properties for its formation—carbon, heat, and pressure—successful leaders require the interaction of three properties—character, knowledge, and application.

Like carbon to the diamond, *character* is the basic quality of the leader. It is embodied in the one who, in General Bradley's words, "has high ideals, who stands by them, and who can be trusted absolutely."

Character is an ingrained principle expressed consciously and unconsciously to subordinates, superiors, and peers alike—honesty, loyalty, courage, self-confidence, humility, and self-sacrifice. Its expression to all audiences must ring with authenticity.

But as carbon alone does not create a diamond, neither can character alone create a leader. The diamond needs heat. Man needs *knowledge*, study, and preparation. The novice leader may possess the honesty and decisiveness of a General Marshall or Patton; but if he or she lacks the requisite knowledge, there is no benchmark from which that character can take form.

The third property, pressure—acting in conjunction with carbon and heat—forms the diamond. Similarly, one's character, attended by knowledge, blooms through *application* to produce a leader. –p. 104

Teamwork is born of leadership. –p. 312

You can fool your superiors, but you cannot fool your peers or your troops. –p. 289

Is there a need for a renaissance in the art of military leadership today? I think so. Not because I sense an Army starved for adequate example, but because the circumstances have been such over the past several decades that confusing models vie for attention. Some are woefully deficient and totally inappropriate for tomorrow's battlefield. –pp. 101–102

Focusing commander and noncommissioned leadership on the peculiar responsibilities incumbent on them builds and maintains vibrant units. –p. 246

General Edward C. Meyer: 1979–1983

Leadership—The United States

The United States is now the point man in the world. –p. 43

Probably we don't yet as a people recognize fully the burden of leadership thrust upon us. –p. 201

Leadership and Management

Leadership and management are neither synonymous nor interchangeable. Clearly, good civilian managers must lead, and good military leaders must manage. Both qualities are essential to success. –p. 103

The *leadership* goal and the *management* goal occasionally become confused in the minds of our officers. In an effort to simplify the difference let me say that your success will be a function of your ability to lead people and manage resources. –p. 290

Every job at every level demands a complement of leadership and management skills. –p. 379

We need to discuss openly the fact that we have been lavish in our rewards to those who have demonstrated excellence in sophisticated business and management techniques. These talents are worthwhile to a leader, but—of themselves—they are not leadership. –p. 102

Techniques which work well for the management of resources may prove disastrous when substituted for leadership on the battlefield. Conversely, techniques which work well for the battlefield may prove disastrous when substituted for management. To the degree that such systems assist efficient operation, they are good. To the degree that they interfere with essential relationships between the unit and its leader, they are disruptive. –p. 103

That for which Soldiers are willing to sacrifice their lives—loyalty, team spirit, morale, trust, and confidence—cannot be infused by managing. –p. 103

Managers can put the most modern and well-equipped force into the field. They cannot, however, manage an infantry unit through training or manage it up a hill into enemy fire to seize an objective. –p. 103

Shortly after I became the Army Chief of Staff, I happened to be leafing through the message traffic that I routinely see each morning, when I came across one announcing that the Army was going to have a conference on the management of leadership. Well, I must admit that having been sensitized by much criticism directed at the Army, and the other Services, and industry—that we are turning into a group of managers as opposed to leaders—that I reacted rather heatedly. Within the hour the conference was cancelled. We weren't going to manage leadership on my watch! –p. 378

Loyalty

Officers must understand that loyalty downward breeds cohesion and must ensure that a climate of loyalty—upward and downward—is established. –p. 56

(*See also* Climate)

Maintenance

The key to good maintenance is training. –p. 202

Any system which is not easily workable at the lowest level subverts the true purpose of maintenance. –p. 321

Management

Our management goal centers on the efficient and effective stewardship of resources. –p. 378

If there's any common complaint I receive, it's the administrative overload in the companies and elsewhere. –p. 21

The system must serve us, not we it. –p. 89

Mobilization

It's how we take those pieces [active and reserve component units], pick them up and move them someplace, and once there having the ability to support them, that constitutes mobilization. –p. 19

NCOs

Unit success comes only from individual commitment to a team effort. Both the individual training effort and team-building demand a strong cadre of qualified trainers. These are the Army's noncommissioned officers. –p. 58

NCOs are grown, not hired. We can't buy dedicated noncommissioned officers. –pp. 127, 2

Good discipline, good training, and good maintenance begin with NCOs. –p. 321

The NCO Corps is the backbone of this Army and it needs sturdy fiber. –p. 9

That period of time when we served as company commanders and platoon leaders at the cutting edge of the United States Army is really the best. It's that exciting time when you're developing personally; the time when you have the opportunity to work hand-in-glove with young Soldiers; and of course, the old NCOs, who teach you at their knee or with the tip of their boot—whatever way suits best. –pp. 83–84

The school of the Soldier is still the unit—explicitly his NCO. –p. 109

In answer to the question about the quality of the people coming into the Army today. First, I don't ask a second lieutenant the question because he has no sense of perspective. Second, I don't ask a general because he is too closely involved in all of its aspects. The best source, in my judgment, is the noncommissioned officers who are able to compare today's situation with ten years ago. –p. 66

(*See also* Professionalism/Professional Development)

Organizational Structure

As we define individual roles of authority to make the system function, do we collapse the bounds of our individual and organizational responsibilities. –p. 89

You need to look for and use any means which helps break down the vertical discrimination endemic to hierarchical organizations. Organizational layers, which serve useful purposes in one sense, also act to inhibit the free flow of ideas and information throughout an organization, and that constitutes a major blockage to the development of a shared vision. Unless this blockage is consciously addressed, one of a number of predictable consequences result: (1) good ideas are missed; (2) goals are unintentionally misunderstood; (3) or the most frightening of all, deliberate failure can occur: half-hearted trials borne of a lack of belief or misunderstanding, virtually certain to "fail positively," to disprove the germ of a good idea. –p. 381

Power

Armies have always existed for one ultimate purpose: to go to war. For the U.S. Army, fulfillment of our major mission—deterrence—depends on our possession of real military power capable of effective employment. –p. 5

American military power today is comprised of two components. One is real and usable military capability. The other is the existence of credible American commitment. Three factors affect a nation's ability to project power: geography, capability, and will. –pp. 139, 39

Military power is not—nor should it be—the only arrow in the quiver of our national security means. But it is an arrow which we must have. And it needs to be straight, it needs to be sharp, and it needs to be immediately available. –p. 227

Preparedness

Life on the battlefield is short for the unprepared. "He who prepares only for a short war is likely to get one." –pp. 6, 51

Prepare your units to go to war. No mission or requirement precedes this. –p. 106

The Army War College was founded by Elihu Root "not to promote war, but to preserve peace by intelligent and adequate preparation to repel aggression." –p. 5

The cushion of warning is compressed greatly from what it was in World War II. –p. 78

What makes this era one of extreme hazard is the elimination through technology of those time and

distance factors which historically have been intrinsic elements of our national defense. No longer do oceans provide a barrier to hostile weapons, or a guarantee of a respite for preparation following hostilities. Today, more than ever before, we must be prepared in peace to avoid the occurrence of war. –p. 79

The decade beginning as it does with evident hazard to critical national interests looks to be a time of challenge, a time of continuing potential crisis. Such situations pose great dangers. For the nation prepared, they also provide great opportunities. –pp. 60–61

Principle

It only now remains...to act up to those principles [of the United States] that we may gain respect abroad and ensure happiness and safety to ourselves and to our posterity. –George Washington, p. 260

Priorities

If there is an inversion of priorities at the command level, it will wash through a unit. –p. 109

Procurement

Goldplating is a rightful concern of every American citizen. It's also a rightful concern for the Chief of Staff. If it were possible to buy cheap, dirty weapons that worked, I would buy cheap, dirty weapons that work. But I always reflect on my experience in the 40th Division when we were sent into Korea for the first time and came up against a Chinese tank. Now first of all, you've got to remember that a soldier, an infantryman, doesn't have any armor on. He's just got a little epidermis there. And by the time he decides that he has enough courage to stand up and aim a rocket launcher at a tank, he's already used up most of his courage. At that point in time we had a 2.36-inch rocket launcher. For those of us who finally got enough courage to stand up and fire, we saw the rocket bounce off the front of that Chinese tank. Most of your muscles tightened up very, very quickly, I'll tell you that. So I would tell you that the difference between a 2.36 and 3.5-inch rocket launcher—that 1.14 inches which gave that weapon on the battlefield the capability of being successful against the threat—is hard for me to characterize as goldplating. It was absolutely essential. –p. 229

The Profession of Arms

The profession of arms is a noble profession. The great task of each professional officer is to preserve our institutions through his teaching and example, and to pass on to those who follow his dedication to the profession of arms. –p. 10

Being a Soldier is different—not an occupation, but a profession, a calling. –p. 86

Professionalism/Professional Development

The heart of our Army is in our companies, troops, and batteries. The professional competence of our leadership is built upon experience at that level. The future potential of each leader is ultimately predicated upon hard experience in unit administration and technical proficiency gained in our troop units at firing ranges, maneuvers, shops, and motor pools. The officer or noncommissioned officer who has mastered the school of hard knocks in mud and dust and knows the Soldier, our equipment and administration, develops priceless assets which become the foundation of professional competence. –p. 42

I encourage you to get yourself and your subordinates out in front of the Army's problems and to nurture the development of original thought and active discourse on the issues we face. The Army's professional journals need and welcome the results of innovative thinking and unorthodox applications at all levels. Reward the original thinker. –p. 111

Staying abreast of and anticipating the changing nature of your work will remain the fundamental measure of your ability to contribute. –p. 377

A professional ethic must be internalized individually by each of us. –p. 193

Professions can expect no hope of survival with anything like their present freedom without the recovery of both mental *and moral* force. –GEN Meyer paraphrasing Jacque Barzum, p. 205

It is *immoral* not to be professional at our jobs. –p. 325

Protecting Units/Heatshields

We must all be heat shields for our subordinates and must insist they be the same for theirs. Commanders at every level need to become "heatshields." –pp. 123, 31

(*See also* Training)

Public Affairs

The Army can't exist without public understanding and support; we can't fight without Soldier understanding and support; a commander cannot command without a good public affairs effort. –p. 32

Purpose

If you understand the big picture, you are far more likely to understand how important your particular role is in causing that vision to materialize. –p. 52

Large, diversified, and highly decentralized organizations need some sense of constant purpose and direction. –p. 378

So as not to dilute the effort, one must be selective, keep the issues fundamental. –p. 381

The genius of this nation is not in the least to be compared with that of the Prussians, Austrians, or French. You say to your soldiers, "Do this," and he doeth it; but I am obliged to say, "This is the reason why you ought to do that," and then he does it. –MG Frederick von Steuben (and former aide-de-camp to Frederick the Great), in a letter about American soldiers during the American Revolution. –p. 383

Readiness

We must be ready today, and we must be astute enough to be ready tomorrow. –p. 1

We have to be sure that we are ready every day, and we can't mortgage the future by peaking today's readiness. –p. 303

The biggest obstacle to readiness is turbulence. Greater stability within units is key in our search for improved readiness. –pp. 167, 245

(*See also* Civilians; Drugs and Alcohol)

Recruiting

Recruiting is not only the job of the recruiter, but also the responsibility of the commands, the commanders, and the individual members of the Army team. –p. 56

Reflecting

Years hence, I want each of you to be able to look back with pride at what the Army was able to accomplish together. –p. 322

Have I Contributed to the Preservation of the Nation, its Institutions, and its Values? Have I Contributed to the Well-Being of my Fellow Man? Have I Contributed to my own Personal Growth—Seeking to Develop my Full Potential Physically, Mentally, Spiritually, and Socially? Have I Contributed to Furthering God's Work Here on Earth. –pp. 208, 209

Reserve Components

The Army is capable of meeting the kinds of scenarios one can conceive only through full integration with the reserve components. –p. 24

I speak to every new action officer to remind him that he's not just in the active Army, but also in the Reserves. –p. 21

(*See also* Mobilization)

Resources

I believe it's my job to get the resources we need. –p. 30

Priority of resources should be assigned to those items which provide a force-multiplier effect for combat, combat support, and combat service support mission areas. –p. 57

General Edward C. Meyer: 1979–1983

Analytical resources and effort need to be focused on the essential elements of how to go to war and how to create the Army of the future. –p. 15

Every step we take in one direction has an equivalent impact somewhere else. –p. 130

The management of *public* resources brings with it a unique set of responsibilities: the responsibility to justify the need for resources, the responsibility to compete for their allocation, and the responsibility for scrupulous stewardship. –p. 87

The desirability of minimizing the diversion of dollar resources to ammunition consumption for training purposes challenges us to use substitute training devices for development of weapons proficiency wherever possible. –p. 59

We developed what we considered to be a comprehensive package which laid out a whole host of proposals with the dollars that were attendant to them. As they went forward, the various elements—within OSD, within OMB and within Congress—took out pieces of the warp or the woof of that fabric so that you ended up, in my judgment, with a ball of fluff there instead of a comprehensive program. –p. 15

I sympathize with your shortages but I don't excuse you from the performance of your duties. –p. 9

Respect

Soldiers must honor and respect their comrades and their subordinates. –p. 208

Service

There is a reciprocity due in privilege—the privilege of service. –p. 205

It may be laid down as a primary position, and the basis of our system, that every citizen who enjoys the protection of a free Government, owes not only a proportion of his property, but even of his personal services to the defense of it. –George Washington, p. 139

Service in any capacity in the Army should have its own rewards. –p. 164

People need to develop a personal sense of well-being and confidence not focused on rewards conferred on them by someone else, but self-rewarding because what they seek and accomplish meets internal goals. There is too much grief in today's Army because too many officers have been brought up to believe that only promotion or selection boards confer honor. I'd have to say that if we individually have to turn to boards and other fabricated measures for personal satisfaction—for a measure of our worth—then somehow we have sighted on the wrong target. By that measure, every one of us will be counted failures eventually. –pp. 178–179

We serve the nation, not ourselves, when we don the uniform. We understand that our focus cannot be on self. We must understand that service is not governed by the clock, but by our obligation to achieve excellence. And we must understand that promotion brings with it not only some added remuneration but, more importantly, the obligation of improved professionalism and increased attentiveness to the development and well-being of subordinates under our charge. –p. 325

Soldiers

Soldiers want all the things which have typically and traditionally been part of military service—discipline and hard work toward worthwhile objectives. And they want to feel the pride and satisfaction which accompany membership in any proud organization. –p. 11

Spirit

There is a fundamental spirit unique to Americans at war which transcends every generation. –p. 64

Staff

The keys to your responsibility are as follows:
C —coordinate
A —anticipate
V —verify –p. 37

Sometimes a C+ paper with original thought, available at the time of decision, can prevent me from making a decision which history will grade an "F." Sometimes I cannot await the perfect product of a patient research effort. –p. 37

(*See also* Training)

Standards

Being the best squad in the platoon or best company in a battalion or being best against the high standards you have set for yourself is far more important in developing an Army than competition which identifies everybody who is not first as a failure or loser. I don't believe in that philosophy. Nor do I think it is healthy for the Army. –p. 219

Standards have to be universal in the Army. Soldiers have to understand what the standards are and know that those standards will be evenly applied. –p. 347

Support

Service support and sustainability add a combat multiplier to our total battlefield capability. –p. 55

Technology

If advantages can be found through technology, we must use them. Many would say that is the principal leverage we must count on in future conflicts. –p. 196

Technology is not our goal, capability is. –p. 223

Thinking

The principal casualties of the in-box mentality are creative thinking, innovative application, and reasoned discourse. The assumption that someone out there is doing the thinking and writing is not necessarily correct since subordinates tend to follow leaders' priorities and emphasis. –p. 111

Time

Time is a nonrecuperable asset we cannot afford to waste. –p. 58

Time and one's earnest interest are necessary regardless of method. –p. 103

Commitments of higher headquarters must be projected accurately and sufficiently ahead of time to permit subordinates an opportunity to plan. Once fixed, this allocation should represent commitment of a resource to the subordinate command. –p. 24

Last-minute meetings announced at mid-day are illustrative of violations of a prior allocation of time, and are serious infringements upon the functions of leaders. –p. 24

Inconvenience and hardship in the field were viewed as acceptable "if there were some purpose," but Soldiers bitterly resented 12-hour shifts of "busy work," which they found demeaning. "It's like my time isn't worth anything." –Soldier survey, p. 244

The Soldier needs to know that his time is valuable and so regarded by his leaders. –p. 58

(*See also* Training)

Training

Good training challenges Soldiers. –p. 31

Understrength units, properly trained, can fight like hell. –p. 110

Good leaders recognize that the Soldier's welfare is first served by developing those skills which will permit him and his unit to survive on the battlefield. Those skills are developed through training. And tough training coupled with concerned leadership builds competence and cohesion into units, units ready to go to war. –p. 9

The chain of command must also exhibit tolerance. Mistakes are inevitable during training. It is training, not testing. Soldiers are there to learn, not to make leaders look good. The responsibility is to teach. We must encourage an environment in which trainers have the freedom to experiment, to make mistakes, correct and learn from those experiences. Equally important, the chain of command must develop the training leadership skills of those leaders who actually conduct training. I look to the lowest echelon with a staff to handle these important responsibilities. In most cases, that is the battalion. Echelons above battalion must set goals, clear the air of detractors, and provide support

that is beyond the capabilities of battalion-sized units. The situation is simply this: the whole chain of command must work together as a team to plan, conduct, and support good training. –pp. 233–234

Commanders must determine their priorities and lay out training programs at least 90 days in advance at the brigade level. Once the commitment of time is made to companies—and it should be no less than 30 days in advance—each level of command must act to protect that commitment so that our junior officers, their NCOs, and the individual Soldier understand the task at hand. –p. 58

If you can't lay out your training program at least five weeks ahead of time, you are going to have poor training. –p. 145

Units must be protected by higher echelons fulfilling their coordinating roles so that changes to training schedules become the exception, not the rule. –p. 58

The Brigade should allocate resources. The Battalion Commander should be the grand integrator, the teacher of his company commanders, the provider of an environment in which they can train their units. You've got to block out their time, advise them of your standards, teach them, screen them from distractions so they have the opportunity to command companies. –p. 109

If your unit has problems at one level, you should train at the next higher level for best results. –p. 109

Commanders must get down to company level and determine training conflictors as perceived there. Once identified, conflictors must be tracked upward to determine where they originated and for what purpose. The reason that we must involve ourselves rather than direct our staffs to address conflictors is that many, if not most, conflictors originate from within our own headquarters, ostensibly to meet the commanders' needs as perceived by the staff. –p. 123

(*See also* Maintenance; NCOs)

Unity—National

Unity—national unity—is a resource of incalculable value. I have seen the course of a war fought in the context of national disunity, and so have you. There is no fulfillment in leading American Soldiers into combat while the nation still debates its own conscience—unsure of its goals, and uncertain of its priorities. –p. 42

Values

We must possess a set of values that instinctively guide our decisions. –p. 193

I hope you use a *"compass"—to do what's right.* The north-pointing arrow on the compass of life is rooted in a set of values. –p. 296

Vision

Creative change requires vision. –p. 205

We must pull together toward some common vision. –p. 80

War

"The three days of war": the day before the war, where you're there as a deterrent; the day of the war, where you've got to fight; and the day after the war, where you're a chip on the negotiating table. –pp. 19–20

The "spectrum of conflict" ranges from counterterrorist operations through World War III. –p. 38

Successful land warfare requires that the Army pursue balanced improvements across all the functional areas: people, equipment, supplies, procedures. –p. 176

Work—Building On

You hope that those who follow will build on your work just as you built on others. –p. 380

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These are exciting times. –p. 1

General John A. Wickham, Jr.

United States Army Chief of Staff
June 1983–June 1987

General John A. Wickham served as the thirtieth Chief of Staff, United States Army from 1983–1987. All the quotations in this chapter are from his collected works, entitled *Collected Works of the Thirtieth Chief of Staff, United States Army*.

Subjects

General John A. Wickham: 1983–1987

The Art and Science of the Profession of Arms

The first insight you must understand as you lead your soldiers is that you are practicing an art. Although the profession of arms encompasses both art and science, on the battlefield, the art of war is all important. George Patton concluded the same thing; he said that "Wars may be fought with weapons, but they are won by men." –p. 171

There's been debate over the years about whether the profession of arms is an art or science. I think that the people who have been involved in that debate have missed the point. Fighting and winning will require the very best of both the art and the science of war. –p. 171

The three broad divisions of activity, by which we conduct war are *strategy, the operational level of war, and tactics.* Our ability to win in combat will depend upon the way we practice the art of war at each of these levels. –p. 172

The commander's or leader's estimate of the situation and decisionmaking call for solid judgment and even for intuition, what Napoleon called *coup d'oeil* or "stroke of the eye." There is an art to the timing of key decisions, to the commitment of the reserve force, and to the allocation of resources. Finally, there is an art to assessing the intent of the enemy and even of your own commander. Above all else, as I have indicated, leadership—that quality that makes a difference in all of our enterprises—is more art than science. –p. 172

Character

A man of character in peace is a man of courage in war. One does not develop character in the heat of battle or a moment of crisis. Character grows out of the steady application of moral values and ethical behavior in one's life. –pp. 281, 286

As Aristotle taught—character is a habit, the daily choice of right over wrong. Integrity and character must be developed in peacetime—they don't come all of a sudden out of the crucible of war; they will be tested in the crucible of war. –pp. 281, 144, 190

Character is what enables us to withstand the rigors of combat or the daily challenges that might tempt us to compromise our principles. Strengthening values will allow us to strengthen our inner self, our bonding to others, and our commitment to a purpose beyond that of ourselves. *From the character of our soldiers we forge the moral shield of the Army.* –pp. 303, 192

The military leader will not be complete without...character which reflects inner strength and justified confidence in oneself. –GEN Maxwell Taylor, p. 89

(*See also* Integrity)

Civilians

The Army really cannot fulfill its mission without a civilian workforce that is every bit as dedicated to duty and to service as the uniformed people. –p. 339

Cohesion and Unit Strength

Unit cohesion is a force multiplier in combat. In cohesive units—where there is strong bonding between leader and led—there are fewer casualties resulting from the shock of battle. The history of war shows that cohesive units are tougher and survive better in combat. –pp. 77, 46

There's a synergism that comes from well-trained soldiers and units. Such units have a greater capability than the mere sum of the parts. It's that synergism of the leader to the led and the mentoring of the led that enables the team to prosper, to sustain, and to maintain the momentum during the last hundred yards. –pp. 284, 234

The strength of a community lies in the contributions and talents of its members. If the right elements are together in the right environment, the end product is often greater than what would otherwise be expected from the elements functioning independently. –p. 311

There is value to be derived from associating young people, soldiers, NCOs, and officers with the glorious traditions of regimental units. –p. 342

There is contagion in courage. –p. 46

Command

Command is precious time. That's when you can really make history. When you go into command you have to

have some idea of what you want to accomplish. The day-to-day business and the pressures and the training schedule or the crises of the day are sufficiently great to draw you away from a direction that you want to impart to the unit. With vision as you get drawn off, at least you can get pulled back. –p. 331

The wonderful thing about soldiers, is that they...will permit any man a fair and just time to prove himself, *provided he does his best*. After that they will take almost anything, do almost anything, for a competent commander who combines pride in himself and in them with a humble recognition of his privilege in commanding them. –John Masters, *The Road Past Mandalay*, p. 171

One of the key players in ensuring our Army's readiness is the company commander. All the equipment and soldiers in our divisions belong to company commanders. Although they have no staff, they are eventually responsible for all requirements generated by those above them. –p. 277

Develop a good relationship with your Command Sergeant Major—one of open confidence between the two of you. Share your views; listen to what he has to say. He probably knows more about the Army than you do. He clearly knows more about soldiers than you do. And he clearly knows a lot more about how to get things done through the NCO chain than you or I do. Harness his talent in support of what you're trying to do. The whole NCO Corps in your unit will feel enthusiastic about that relationship and they'll see it as one of strength. –p. 335, reference battalion command

Competence

Knowledge of our profession and its application are two thirds of successful leadership. Competency is an ethical imperative because, in battle, competent leaders can save the lives of their subordinates. –pp. 47, 91

No study is possible on the battlefield; one does there simply what one can in order to apply what one knows. Therefore, in order to do even a little, one has already to know a great deal and know it well. –Marshal Ferdinand Foch, p. 298

The most successful soldiers have looked to the profession's past for clues to the present and future. –p. 61

Professional soldiers master one assignment and soon move on to the next, but they can take with them their accumulated knowledge and an increasing sense of history. In the words of General Maxwell Taylor, "They can carry their reading lamps with them." –p. 61

The Constitution

Our nation's roots, and those of the Army, are intertwined with the Constitution, a document that the framers designed for all centuries. Our values and beliefs are forever defined in this work that constitutes the legal and moral justification for the armed forces of the United States. –p. 244

The history of the Army is intertwined with the history of our Constitution. Before our young nation could even be in a position to draft a constitution, her freedom had to be won. It was won with the courage and blood of the first American soldiers. Once our liberty was secured, these same soldiers became the citizens upon whose commitment and hard work a great nation would be built. The majority of the original signers of the Constitution had served as soldiers in the War for Independence. Throughout our nation's history, American citizens have always rallied to serve their nation when needed. –p. 304

Those of us in the Total Army who take an oath of service have sworn to "support and defend the Constitution of the United States." By doing so, we stand shoulder-to-shoulder with the framers of the Constitution who mutually pledged their lives, their fortunes, and their sacred honor. We do this freely because it is the Constitution which guarantees all citizens the rights and obligations which are the essence of being an American. And it is the Constitution that our comrades have, in other times and in other places, sacrificed to preserve. –p. 304

Continuity and Change

Continuity and change are important in the life and vitality of any organization. We achieve a healthy

balance by maintaining continuity and creating change. –pp. 246, 183

Continual fluctuations and unnecessary changes endanger the overall integrity, the well-being of the Army. Changes which lead to wasted motion should be avoided or stopped. Changes should be evolutionary, not revolutionary. –pp. 8, 115

Continuity is important to minimize turbulence that tears at the foundation of the cohesiveness of a unit. The turbulence down at the bottom of the pipe from everybody changing plans is enormous. –p. 333

Changes are necessary if the Army is to continue to grow and be responsive to movement in national objectives, the threat, technology, and other realities. We must have the vision to know which changes are needed and the courage to make them. –p. 8

Often leaders, especially inexperienced ones, mistakenly believe that a new broom must sweep clean, that new directions and initiatives are necessary, that tyranny is a substitute for teaching and leading. Most units do not need a new agenda; they require catalysts for excellence with current and evolving goals, and they need teachers who really care for people. –p. 12

When you get into your units look for the good things that are there. Find the right balance between change and continuity in your activity. Find those things that are good, sign up for them and then establish continuity. –pp. 332, 333

Look at the turtle there [a little wooden turtle on his desk]. The turtle gets ahead only when he sticks his neck out, but he also moves very slowly. Change comes slowly. But one needs to take risks, one needs to be bold and creative. –GEN Harold K. Johnson, p. 343

Decisionmaking

Frequently, if not universally, on the battlefield, you will lack complete intelligence. As leaders, you must learn to make decisions with as much information as you may have available. If you try to wait for a complete picture, you will be unable to make a decision. –p. 173

It is in the stage where information is being gathered that you NCOs can make your greatest contribution. Your reasoned recommendations may influence a good rather than a bad decision. When the decision is made, loyalty will guarantee that it stands up. –p. 191

Seldom in our lives are we faced with decisions between an absolute right or an absolute wrong. If a soldier truly believes that something is wrong, he has the responsibility to make his views known. The Army will be better for it. –pp. 26, 151

The decisionmaker above us has a greater burden on his shoulders than we do. He has pressures, information, and marching orders that we generally have no way of knowing. He has more pieces of the "big picture"; he has to set a priority among competing claims. He has to strike a balance between the needs of the present and those of the future. –p. 191

You must make the decisions for the overall benefit of the Army. You're going to be tugged into narrow little nooks and crannies for parochial interests but make the decision for the overall benefit of the Army. –GEN Harold K. Johnson to GEN Wickham a few days before GEN Johnson died, p. 234

Doctrine

The four pillars of defense: structure, readiness, sustainment, and modernization. The three underlying principles of our national security policy remain unchanged—our commitment to deterrence; our defensive orientation; and our determination, should deterrence fail, to fight to restore peace on favorable terms. –pp. 230, 67

You need to develop the habit *now* of thinking beyond the narrow confines of your daily activity. As junior officers, you must understand the commanders' intent at least two echelons higher so that you know the tactical ends they seek. –p. 172

Doctrine development is an evolutionary, not revolutionary process. We have a doctrine that allows us to do the equivalent of driving an automobile in the nighttime. It allows us to see beyond the "beams of our headlights." –pp. 105, 234

The enormous potential of space adds a new dimension to AirLand Battle. Space is a final area where our doctrine needs pioneering. –p. 105

Families

Readiness is inextricably tied up to family life. The stronger the family, the stronger the Army, because strong families improve our combat readiness. The Army is only as good as the soldiers who man it and the support they receive from their families. –pp. 139, 290, 220–221

We must care for one of our most precious resources—the children and families of our soldiers. Because people are the Army's most important resource, soldiers and their families must believe that their leaders are ethical and caring. –pp. 290, 10–11

Families share and provide a solid source of strength in the Army. In times of crisis one sees the strength of families shine forth. –p. 359, paraphrased

A commitment to enrich their understanding of personal integrity leads to better leadership, to families that are closer and who stay together better; and nurturing a sense of commitment leads to an Army that is stronger. –p. 356

Despite the pressures, the vast majority of families manage and grow through their involvement with Army life. We must find ways to transfer the skills, experiences, attitudes, and ethical strengths of the many healthy Army families. –p. 311

Family support groups are informal networks of volunteers who enrich family life on a continuing basis and provide assistance to families during unit deployments. –p. 78

A partnership exists between the Army and Army Families. The basis of this statement is the understanding that the Army is an institution, not an occupation. Members take an oath of service to the nation and Army, rather than simply accept a job. As an institution, the Army has moral and ethical obligations to those who serve and their families; they, correspondingly, have responsibilities to the Army. This relationship creates a partnership based on the constants of human behavior and our American traditions that blend the responsibility of each individual for his/her own welfare and the obligations of the society to its members. –pp. 310–311

My family's gift to me continues to be their willingness to let me serve. My wife's [Ann Wickham] gift to the Army has been her commitment to strengthen the values and support of Army families. *She has served in her own right.* –p. 259

Freedom

History tells us liberty is never free and every generation must make a down payment of service and perhaps sacrifice for its sake. If we enjoy peace today, it is because of our military strength and because of those who served before us. If we want peace for our children and our children's children, we as a people must remain very vigilant, militarily and economically strong, and led in every walk of life by people of character. –p. 245

Freedom can be lost in a single generation. *All any nation can give to each succeeding generation is the possibility of freedom. It is my prayer that our people will always remember: freedom is never free.* –pp. 102, 72, 193

As a people we must sacrifice because it is the price of liberty. A lot of sacrifices are being made by people who man the frontiers of freedom. The ceremonies at Normandy remind us of the sacrifices made by the soldiers of an earlier generation and underscore the moral and ethical roots of Army service. –pp. 28, 358, 279

As a people, we must resist the perennial siren call which urges doing less for defense today, because we did enough yesterday, and we can take peace for granted tomorrow. –p. 260

We must measure success in terms of the peace and freedom we have maintained in a complex and dangerous world. –p. 103

Eternal vigilance is the price of liberty. If you expect a nation to be ignorant and free, you expect what never was and never will be. –Thomas Jefferson, pp. 9, 102

General John A. Wickham: 1983–1987

Growth

I think that all young people—all people, for that matter—are anxious for opportunities to grow, to fulfill themselves, to be all they can be, thirsting for opportunity to be bold and creative, to make use of all the God-given talents that one has. We must enlist the God-given talents of everybody. –pp. 343, 140

The words, "Be all that you can be," get at the heart of what our youth want from the Army, a chance to be all they can be. It appeals to a yearning of Americans of all ages for opportunity, for upward growth, for fulfillment. Today's Army supports that impulse in our youth. –pp. 44, 30

In a volunteer system, youngsters simply do not join the Army with the idea of not completing at least their initial tour. They come in with the idea of becoming a better person. They want to be a winner in life and they come to us with the firm belief that the Army can assist them toward that end. Because we have gotten away from the "zero defects" mentality to a point where leaders are now willing to let mistakes be made without crucifying people, soldiers can grow. –pp. 290, 351

Standards must be realistic, but they must stretch the capacities of both the individual and the organization. –p. 91

Higher Purpose

The best fighters are those with a purpose above self. –p. 27

Our soldiers also want to be all they can be as part of something larger than themselves. –p. 44

The quality which sets us apart as a nation is that we place so much importance on the individual. It is the source of what Thomas Jefferson called "the aristocracy of talents." Our recruiting slogan, "Be all you can be," is aimed at precisely that impulse in the youth of today. And yet I am convinced that when a soldier wants to express that individualism, when, for example, she wants to be all she can be, it is as part of something bigger than herself. And it is the leaders, from Sergeant to General, who are most responsible for maintaining the climate of growth and caring which allow both cohesion and initiative to flourish. –p. 23

General Abrams used to say there is no limit to the amount of goodness you can do in the world if you don't care who gets credit for a good idea. –p. 334

Ambition that is basically selfish and self-oriented tends to be destructive; ambition that is oriented to the benefit of others tends to be constructive. –p. 192

There may be a question in the minds of some in the Army that we preach selflessness as a desired quality of character, but we reward ambition. There are two kinds of ambition, one is self-centered and the other is selfless. Selfless ambition is positive behavior because it uses individual talents to benefit others, not simply ourselves. In short, selfless ambition is "others" oriented and contributes to a strong unit, organization, and family, and ultimately, to a better Army. This is the type of ambition we should reward and try to nurture in our personal lives. –p. 181

The Human Dimension

More than any other single factor of combat readiness, it is the way soldiers feel about themselves, their fellow soldiers, and their outfit that is most likely to carry the battle. –p. 289

The Army's strength lies in its people. We in the Army know that the human spirit is what really counts, and our challenge is to grow that spirit to its fullest. –pp. 310, 189

The human dimension must undergird all of our efforts—it's the essential ingredient that makes the difference in peace or war. The history of our individual careers will reflect the legacy of our gifts to enrich the human dimension. –pp. 106, 288

The Army, more than any other Service with the exception of the Marines, tends to focus more on putting equipment on people than people on equipment. The Army is people-oriented. As a matter of fact, half of the Army's budget deals with people issues, not with the materiel issues. So, given this perspective, the Army basically strives to equip the man and not man the equipment. –p. 52

Good people make organizations work, whatever their structural faults. –p. 232

Our challenge has been to provide ethical, caring leadership that sparks the Army's greatest strength—its people and their spirit. Above all else, the stewardship of people is the critical dimension—our most precious resource. –pp. 260, 246, 219

Humor

Part of that business of living in this environment that we work with is to maintain a sense of perspective and a sense of humor. A sense of perspective and that sense of humor brings the most out of a unit. Senior people need a sense of humility and humor as they execute their duties. –pp. 331, xviii

One time we were up in New York City. Jim Schlesinger [the Secretary of Defense] went up there to make a speech to the Council on Foreign Relations. On the way back that night he looked at me and said, "John, what did you think of that speech and the questions and answers up there?" I looked right back at him and said, "The speech was okay, but my golly, the answers to the questions were interminably long. Everybody was asleep, including me." Schlesinger looked over at me beady-eyed and he said, "Wickham, you can be easily replaced." –p. 334

Shortly after becoming Army Chief of Staff, General Creighton Abrams, attended a Pentagon briefing on new programs and initiatives being pursued vigorously by officials from the Office of the Secretary of Defense (OSD). At the end, the Secretary turned to him and asked what he thought about all the new directions being instituted. General Abrams paused...then answered with a wry smile: "Mr. Secretary, it's sort of like an aircraft carrier. You folks...are up on the bridge, giving orders of left rudder, right rudder, full ahead. The wind's blowing in your faces and you're feeling full of yourselves. But all that's really happening is that us poor folks in the hold are getting seasick!" –p. 8

Ideas and Innovation

Ideas are powerful. We must ensure that ideas to improve the Army are shared and distributed at large. Many times the benefits that are gained at the local level can be realized also by the entire military community. We need to cross-fertilize so that the Army will be enriched from the "bottom up," not necessarily from the "top down." –p. 65

To encourage creativity and innovation in the Army, we must work hard at developing a command climate in which creativity can flourish, in which honest mistakes are accepted as part of the learning process, ideas are shared, and reasonable risk-taking is encouraged; a climate where the mission orders are "do it, fix it, try it" rather than "analyze it, complicate it, defer it." –p. 71

"At the crossroads on the path that leads to the future, each creative spirit is opposed by 1000 men appointed to guard the pass." We need to protect and help those creative spirits. The world is filled—and the Army is not different—with legions of nay-sayers. NIH, "not invented here," is a rampant disease. Championing new ideas is important. We need to be constantly in search of excellence and reward it. –pp. 121, 236

Finding the obvious sometimes takes quite a bit of looking. –p. 15

Infantry

The heart and soul of an Army and the ultimate purpose of an Army, whatever its nationality, is involved with infantry seizing and holding terrain. That's what makes a difference. –p. 232

The columnist, George Will, wrote that Grenada was a timely reminder that our national security ultimately depends on the man with the rifle. –p. 56

The Infantry is the master integrator of all of the combined arms. The basic skills of the Infantry, epitomized in the EIB, must prevail in the last one hundred yards. Ultimately all Infantry is involved in the "last one hundred yards." –pp. 235, 233

We were choosing our branches based on class merit. My father had been urging me for many, many months to go into the Engineers. He said, "That's the wave of the future in the Army." He had been in World War I and World War II but not as a professional soldier. He said, "That's where all the rank is. That's where people get to be generals fastest. Go into the

Engineers." But I really had a hankering for the verve and the glamour of the Cavalry, and that's what I was going to do. I was going to go into the Cavalry, and when my name was called, a hundred and fifty out of six hundred and seventy-two, I stood up and said, "Wickham. Infantry." Now, what possessed me to choose Infantry, I don't really know, but, I've never, over the years, regretted it. I was proudest of the crossed rifles when I wore them on my jacket. –p. 232

Inspections

Leaders can never stop inspecting and teaching. It is our way of life, and it will save the lives of our soldiers. –p. 47

We must reinforce by checking that things we say are important are perceived as being important. This is accomplished most effectively by the commander. An inspection provides a solid baseline from which to build and reinforce the commander's articulated focus. Since the content of an inspection should focus on your priorities, you, commanders, should determine its content. –p. 277

The deep involvement of commanders in the inspection of their units results in increased readiness, improved staff performance, a strengthened chain of command, and increased support to company commanders. The Inspector General observed that all commanders who had integrated command, staff, and IG inspection programs were pleased with the results. –p. 306

Integrity

Integrity is the basis for trust, and trust is the cornerstone of loyalty. *Integrity is the jewel in the crown of character.* –p. 192

When supported with education, a person's integrity can give him something to rely on when his perspective seems to blur, when rules and principles seem to waver, and when he's faced with hard choices of right or wrong. It's something to keep him on the right track, something to keep him afloat when he's drowning. –Admiral James Stockdale, p. 144

The German philosopher of war, Karl von Clausewitz wrote: "If the mind is to emerge unscathed from the relentless struggle with the unforeseen, two qualities are indispensable: first, an intellect that, even in the darkest hour, retains...the inner light which leads to truth; and second, the courage to follow this faint light wherever it may lead." Integrity is the commitment to that faint light. –p. 192

(*See also* Character)

Jointness

"Jointness" is vital to success in combat. Someone else "sees deep" and "strikes deep" for us. The Army, by virtue of its business, has to be the most joint of the Services. –p. 302

Space is a final frontier where we are pioneering new roles and missions for each of the Services. The same spirit of "jointness" that exists on land, sea, and air will have to be present in space. –p. 123

Joint operations are the essential ingredient of our ability to exercise power in order to influence events, to achieve our basic aims of peace, freedom, and prosperity for ourselves and our friends and allies, and to protect our national interests around the world. As we move towards the future, we need leaders who think, eat, and sleep "jointness," and who can operate independently on a chaotic battlefield. Yet, they must always act with "disciplined initiative," within the intent of the next higher commander. "Jointness" is a key to success. –pp. 248, 106, 80

Leadership, innovation, stewardship, and jointness were the hallmarks of America's effort in World War II. –p. 71

Landpower

The conflicts of this century, including the war against terrorism, reaffirm that *wars are ultimately fought to control land, people, and resources.* While all of our military services have the capability to influence these elements of national power, only ground forces can exert decisive and lasting control over them. –p. 154

Landpower changes history, keeps the peace, and protects all that we hold dear. Landpower provides our ability to assist others, deter aggression, and, if necessary, to fight and win. History has proven that

landpower is the decisive factor in warfare. *The outcome of wars ultimately is decided on land where people live and important resources exist.* –pp. 244, 222, 205, 19

Landpower is the decisive arm of American military force. Seapower and airpower played crucial roles in the outcome of World War II, but landpower was the final arbiter on the battlefield. –p. 66

We have had the longest period of peace in 400 years of European history because of deployed landpower associated with airpower in NATO. –p. 136

Armies can educate, train, and build. In so doing, they contribute to social, economic, and political progress—internal development—while providing the national capability to maintain order and defend itself. The politico-economic miracles of Japan, the Republic of Korea, and Western European nations have occurred in large part because of the stability and peace created by landpower of the U.S. and its allies. –p. 68

Leadership

Leadership makes the difference between a good unit and a great unit, between a good Army and a great Army. –p. 144

Your company will be a reflection of yourself. If you have a rotten company, it's because you are a rotten captain. –Major Christian Bach, 1918, p. 89

Soldiers ask only a few things of us. They ask for responsible and inspired leadership with a vision for what is right. –p. 8

Looking back over 35 years as an officer, as leader and led, I have often times "taken pulse" on how I thought I was doing. There were times when I didn't quite measure up to the high standard of personal and professional excellence that I had set for myself, times when I knew I had to work harder to improve myself. You know how I could tell? I could see it in the eyes of those around me. *You can fool bosses, and at times even peers, but you can't fool your subordinates. Look into their eyes—you'll really learn something.* –p. 117

During the initial tour the young soldier's life is lived mainly at the squad level with his primary chain of command ranging up through platoon and company/battery/troop level. Therefore, the brand of leadership that is exercised by the soldier's squad leader, platoon sergeant, platoon leader, first sergeant, and company commander is absolutely the most critical. Battalion commanders and above certainly play a major role by creating a command climate which ensures the proper development of their junior leaders and permits them the opportunity to do their job of leading the young soldier. –p. 290

We have an extraordinary responsibility to provide the kind of leadership that gives direction, maintains steadfastness of purpose, and capitalizes on the resources entrusted to us—human, materiel, or otherwise. –p. 189

Of course, fear of a tyrannical leader does motivate people, but *not as much as respect and admiration for an inspirational leader who brings forth the inner strength of men and women who must face great challenges and possible sacrifice.* –p. 286

Leadership Caring

Those who care about people deeply, in peacetime and wartime, are those who are going to capitalize on that unit and are going to be very successful. –p. 332

Caring means many things. It means making sure soldiers get fed, get paid, and get a place to sleep at night. But it also means giving them solid, realistic training and assuring that high standards are ingrained. Sometimes, caring means not letting soldiers sleep at night. Show the people that are committed to you that you really do care about them, because that is a discipline that I think is very valuable to learn in peacetime, and it's essential in wartime. –pp. 91, 335

General Bradley in his book, *Soldiers*, said that the senior leader needs to have great compassion and understanding for the soldier because giving the orders is so much easier than the task he's asking the soldier to carry out. –p. 342

With ethical and competent leadership, our soldiers can be expected to believe in their unit and their mission. With caring, our soldiers and their families can make the sacrifices required of them. –p. 277

Over time, when our nation's history is written, its greatness will not be measured by economic wealth, international prestige, or moments of glory in battle, but by how we have cared for our people. –p. 287

General Harold K. Johnson worked with great faith to develop the concepts of "the Army takes care of its own" and "let's put the personal into personnel." –p. 287

Far from being a handicap to command, compassion is the measure of it. For unless one values the lives of his soldiers and is tormented by their ordeals, he is unfit to command. –GEN Omar Bradley, p. 287

Leadership Climate

Soldiers and units need continuity, stability, assurance of adequate resources and inspired leadership. Soldiers also yearn for a climate of command where leaders teach, where individual character can mature, and where recognized achievement and tolerance for honest mistakes foster personal and professional growth. Soldiers deserve standard-bearers—leaders who insist on and meet high personal, ethical, and professional standards of training, maintaining, caring, and leading. –p. 12

We are working hard to nurture a climate of command in the Army with leadership that cares, teaches, mentors, and allows people the "freedom to grow," where young people can grow to the fullest of their God-given talents, where young people can make mistakes and still survive. –pp. 256, 349

We need commanders and supervisors who recognize subordinates' potential and create a conducive atmosphere for them to excel and improve. We must eliminate the mindset that produces such directives as "I don't care how you do it, just do it." Such an approach is the opposite of that for which we must strive. –pp. 133, 280–281

I want to get rid of the "zero defects" Army, to develop a leadership that truly does mentor—"footlocker counseling" is a phrase that we have coined to describe that. –p. 349

Units need a command climate where those who are led feel that they can grow because they are part of a learning opportunity and mistakes in learning are tolerated in order to capitalize on the great potential of soldiers. –p. 287

No connections, Interests, or Intercessions...will avail to prevent strict execution of justice. –George Washington: General Order, 7 July 1775, p. 291

Leadership Development

The human dimension is always critical in battle and the demands of modern warfare make the development of competent leaders during peacetime even more important. –p. 188

One of the best indications of how we perform as professionals is the time and effort we spend on the development of our subordinates. No other pursuit can better posture us for the accomplishment of our missions and ensure the future of our Army. Making clear our expectations to our subordinates, allowing them to participate in the decisionmaking process, coaching and guiding them, and focusing on the linkage between their performance and the organization's missions are fundamental aspects not only of this effort but also of good leadership. –p. 278

Once mission-related communication is established among professionals, counseling and coaching happen naturally. –p. 278

Our effectiveness depends on continuing to improve the professional competence, imagination, and integrity of Army leaders from the most senior to the most junior. –p. 312

Leaders are made, not born. They are made by a life-long study of history, of the influence of leaders on it, and by absorbing the real-life teaching of role model leaders. Leaders are made by the day-to-day practice and fine-tuning of leadership talents, because leading is an art as well as a science and best developed by application. Leaders are made by the steady acquisition of professional knowledge and by the development of 24-karat character during the course of a career. These traits foster inner strength, self-confidence, and the capacity to inspire by examples of professional, as well as personal, excellence. –p. 285

Leadership—The Ethical Base

That ethical base is the cornerstone of our Army because it governs the faith that our subordinates have

in our leadership, because it governs the support and resources that our citizens are willing to entrust to our stewardship, and ultimately because it governs our human capacity to prevail on the battlefield. –p. 279

Trust is the cornerstone of loyalty. If our subordinates, comrades, and superiors trust us, loyalty follows easily. –p. 191

The essence of duty is acting in the absence of orders or direction from others, based on an inner sense of what is morally and professionally right. All soldiers have the responsibility to behave ethically—*to do what is right.* As we order our soldiers into battle, we must know in our hearts that they understand what's right. –pp. 191, 150, 190

Time and tide can wash away personal opportunities to expand our horizons and cause us to compromise our personal as well as professional values, thereby eroding our ethical moorings. We need to guard against this. –p. 279

In times of danger, it is the ethical element of leadership which will bond our units together and enable them to withstand the stresses of combat. This is an irrefutable lesson of history. The same ethical element ensures that in times of national emergency our country will have confidence in its military leaders. There must be no doubt about the fundamental importance of Army ethics to our nation and to our institution. –p. 280

Leadership and Management

All of us in the Total Army, civilian as well as military, inherently are leaders. We lead people, and, at the same time, we manage resources, milestones, and programs. As you learn the art and science of managing new resources and programs, you must remember that "leadership makes the difference." –p. 119

We have a great responsibility to provide the leadership that maintains steadfastness of purpose and capitalizes on the resources entrusted to us—human as well as materiel. To the extent we save lives and save resources in wartime we're going to do better in terms of fulfilling our mission. –pp. 227, 335

A key part of leadership—at every level, from platoon leader to general—is the management of resources. Do not fool yourself—you've got to have some managerial skills to be a great leader. –p. 101

To accomplish our missions, the nation entrusts to our care its youth and its resources. As stewards of the Army's assets, we must be alert for ways to improve the efficiency, effectiveness, and safety of all our operations. This is both a leadership and a management responsibility. –p. 284

The very serious responsibility for maintaining what we are given is based on the hard reality that we will never have all the equipment, supplies, facilities, and funds we require. On the battlefield, we will be short because of combat losses, accidents, interruptions in the supply system, or just insufficient resources to fill all needs. Thus, a well-trained soldier must be taught to maintain and conserve what he has—in peace and in war. –p. 284

Some of the mythology that exists is that we don't have any warriors anymore in the Army, and we're more interested in managership. That's misguided logic. Whoever heard of George Patton in 1938? We've got a lot of those warriors in the ranks today. What we don't need are the headlines for them to be prominent. –p. 353

Leadership Presence

While each commander cannot be physically present, his command presence can be felt. –p. 296

Where you as leaders put your time and where you put your focus—that's where your emphasis really is. Nothing takes the place of personal reconnaissance. –pp. 52, 338

Where you as a leader place yourself on the battlefield may be crucial to success. The study of military history, solid training, and thorough professional grounding can help develop the sense of timing for a leader or commander to know how and when he can influence the battle by his physical presence. –p. 174

About 30 percent of my time is spent visiting Army forces, ours as well as allied forces, to establish good working relationships with our commanders and the

Chiefs of Staff and commanders of the units of those armies in the alliances that we share. –p. 352

I try to talk to as many soldiers and young leaders as I possibly can to get a feel for what is on their minds, to sense the nature of their concerns. I try to visit as much training as possible in the reserve components, as well as on the active side, to get a sense as to the quality of that training, and I do the same thing with allied armies. –p. 352

Listening

Listening is a form of loyalty. –p. 118

A notebook not only helps you see and hear, but it also helps you listen inwardly. When an idea comes to you in the middle of the night or out in the field, you write it down. I have carried a notebook all of my life in the Army. It saved my life in Vietnam, incidentally. It stopped the bleeding; but that's not the reason you carry it around. –p. 335

Maintenance/Logistics/Procurement

We cannot separate training from maintaining. We have to recognize that training and maintaining must go hand-in-glove. We have to exercise in the field and at the same time maintain our equipment. –p. 285

Maintaining takes on several dimensions for the soldier. It is his responsibility to assure his performance is not hindered by equipment failure. It is his commander's responsibility to provide the time, materiel, and training to allow him to maintain his equipment. And, it is the Army's responsibility to provide him the best "tools of the trade" that technology can offer. –pp. 284–285

There are about four million procurement actions a year that the Army is involved with. Some of them are very major operations, some of them are relatively minor. But they're all procurement actions. If we were 99.99% correct in those four million actions, it would still leave 400 subject to some debate. Out of that 400, you're likely to find some errors, and the errors seem to take a life of their own in the visibility they get. Unfortunately, the 99.99% that go right do not get as much visibility. –p. 345

There are a lot of barons in the Army. The barons want this, and the barons want that. Unfortunately, to a degree, this produces tunnel vision because we cannot buy this particular thing off the candy shelf or that particular thing. *We've got to buy what is good for the Army*. –p. 234

We have come a long way since the days when entering the logistical net meant asking the supply sergeant, "Got any?" "Gonna get any?" –p. 284

I don't know much about this thing called logistics. All I know is that I want some. –anonymous General, WWI, p. 284

Making a Difference

Make a difference. The time each of us is "in charge" is short. By leaving things better than they were, you will be making history in the Army. –p. 113

All of us have the enormous gift of life—a gift that is very fragile. All of us in the short period of time that we are in the world have the chance to grab the ring of opportunity as it comes around on the carousel of life and make a difference. And when that ring comes your way, you need to grab it and make a difference. –p. 146

Making History

Personal growth—reexamine your personal values and ethics, think and study, condition yourselves physically; *Professional growth*—become masters of the art of war, think about leadership; *Family growth* (the stronger the family, the more ready the Army)—enjoy your families, strengthen and maintain family bonds. –p. 323

What is important is how you look back on your service. Your view will depend more on what you gave than on what you received. –p. 48

I hope that you will rededicate yourselves to leaving the Army a better place, so that the Army and this great nation will be enriched by your service. –p. 182

The Medical Profession

In your profession, life is an intimate thing because by your hands you aid both in giving life and in repairing

broken bodies and minds. Your profession is built on the highest ideal—that of caring for your fellow man. You know the value of life. –p. 110

Your medical insignia represents a standard of excellence. You have earned the right to wear that standard through dedication and many hours of hard work. You have passed the test, and are looked at now as a leader in your noble profession. –p. 112

Army doctors have a special responsibility and unique opportunity to influence the action. Help to establish a bridge of understanding to the operational side of the Army—a bridge which will be strengthened by genuine concern and caring on your part, and by solid trust and confidence in your skills on the part of our soldiers and their families. –pp. 113, 110

Mentoring

Mentor those coming behind you so that this will be a stronger Army. We won't have time to mentor in war. But we sure as the devil have time in peacetime. The payoff is increased combat readiness. –pp. 336, 152

As leaders, mentoring is a key way in which we exercise leadership and strengthen Army values. Giving of ourselves by sharing our knowledge and experience is the most important legacy we can leave to those who follow. That's making history in our own time and demonstrating that "Leadership Makes A Difference." –p. 152

There is a need for us to share our knowledge, experience, and values with the less experienced members of our profession. We owe it to our subordinates and the Army to invest our time for their personal growth and professional development. –p. 295

Each of us can be a mentor, whether NCO, officer, or civilian. We all have experience to give if we have the heart, the spirit, and the caring attitude to share these experiences and the lessons we derive from them. Mentoring is simply giving of your knowledge to other people. To be an effective mentor, you need the experience and wisdom of your years, and one vital quality—you have to *care*. –p. 152

Three people have had great impact on me: SFC Putnam, my first platoon sergeant, who taught me about positive leadership, technical competence, and caring for soldiers; General Harold K. Johnson, a former Chief of Staff who I once worked for, taught me about character, about "the personal in personnel," and caring for families; and, finally, General Creighton Abrams, another former Chief of Staff, who taught me about the warrior ethic, open-mindedness, and innovation. I am thankful for their influence on me. –p. 259

Momentum

New leaders inherit an organization that already has existing momentum. I inherit the momentum of the Army and my responsibility is to carry on that good momentum, to sustain it, and to nurture it. The Chief of Staff builds on the momentum of the organization he inherits and the good ideas of his predecessors and needs to provide a sense of direction for the Army that goes beyond just inheriting the momentum of the past. –pp. 139, 358

There is some direction to what we have tried to do. Part of that direction is inherited momentum. It takes a long time to move the direction of a bureaucracy. –p. 347

Army themes are intended to provide strategic direction to the Army. They help to focus the way in which we allocate resources in the Army. We are trying to build a momentum. We have to have a momentum that continues beyond me and Secretary John Marsh. What's necessary is for us to institutionalize initiatives. –pp. 65, 347

NCOs

On the battlefield, the difference between victory and defeat very likely will be the leadership of NCOs. –p. 75

NCOs translate missions from theory into reality. –p. 75

The Army can only be as excellent as its NCO Corps. –p. 17

Soldiers look up to you NCOs for inspiration and for examples. They are looking at you when they must and, perhaps more importantly, when you don't expect it. –p. 190

The effective noncommissioned officer is one who is looked upon by his soldiers with professional respect, because he provides them with sound information on how to do the job, how to handle the equipment, how to perform tactically, how to cope with "the system," because he teaches them. Building on that confidence, those soldiers will seek their sergeant's counsel on matters more stressful and more personal. The resulting soldier/sergeant relationships are essential elements in building cohesive units—units that will hang together and perform aggressively and successfully on the battlefield. –p. 75

You will recall when we lived in a period of a "zero defects Army"—"Thou shalt not make any mistakes, or you're going to read about it in your fitness report." As a result, we took away a lot of responsibility from the Noncommissioned Officer Corps. Now we've given that back to them, and they are better trained and more willing to shoulder the responsibilities of training and leading soldiers at small-unit levels. That has led, I think, to an improved atmosphere in the Army. –p. 351

The toughest job is at the unit level—at the company commander's level, the first sergeant's level, the platoon sergeant's level, where all of our efforts ultimately must be translated into human action, in garrison or on the battlefield. –p. 342

This nation and its families entrust their sons and daughters to our care. We accept the awesome responsibility of shaping their lives, of teaching them. Help them to catch the values of the Army Ethic: loyalty, duty, selfless service, and integrity. –address to Sergeants Major, p. 193

Although we no longer carry our colors into battle to rally our units, by tradition we entrust the responsibility for their safeguarding, care, and display to you, the senior NCOs of the Army. Symbolically, then, by that charge, we have placed in your hands the spirit of the Army through the regiments those colors represent. –p. 190

The Sergeant Major of the Army is the soldier's voice in the Pentagon. –p. 258

The choice of non-commissioned officers is an object of the greatest importance: The order and discipline of a regiment depends so much upon their behavior, that too much care cannot be taken in preferring none to that trust but those who by their merit and good conduct are entitled to it. –MG Frederick von Steuben, p. 143

NCO/Officer Relationship

I want to emphasize the informal teaching of officers that only you senior NCOs in your own fashion know how to do. Every officer can relate his favorite story about how his platoon sergeant started his rite of passage as a lieutenant. –p. 145

A senior NCO can help a young lieutenant with a field problem or advise him about how to deal with soldier problems and how to care for soldiers. –p. 295

Sometime ago, a sergeant, speaking to a group of officer candidates said: "From most of us, he said, referring to the troops, you can expect...courage to match your courage, guts to match your guts—endurance to match your endurance—motivation to match your motivation—*esprit* to match your *esprit*—a desire for achievement to match your desire for achievement. You can expect a love of God, a love of country, and a love of duty to match your love of God, your love of country, and your love of duty. We won't mind the heat if you sweat with us. We won't mind the cold if you shiver with us. Gentlemen, you don't accept (us): we were here first. We accept you, and when we do, you'll know. We won't beat drums, wave flags, or carry you off the drill field on our shoulders, but, maybe at a company party we'll raise a canteen cup of beer and say, 'Lieutenant, you're o.k....' just like that." –p. 93 [Note: The sergeant quoted is SGM John Stepanek *Army Digest*, August 1967, pp. 5–6]

NCO/Officer Relationship—SFC Putnam

When I was a new second lieutenant, I was assigned to the weapons platoon, 57 millimeter recoilless rifle and 60 millimeter mortars. I didn't know much about these weapons. I knew a mortar from a recoilless rifle, but that was it. However, I had a Sergeant Putnam—Sergeant First Class Putnam. Putnam realized how "green" I was. He did a couple of things for me that

symbolize how NCOs can teach and how officers can learn.

He realized that "how I was received" by the platoon was going to be crucial. So—before I even met the platoon—he came to me that first night and said, "It would be useful for the lieutenant to know the roster of men, and here it is. Tomorrow, when I introduce the platoon to the lieutenant, it would be useful if the lieutenant knew the names." So I picked up the roster and I memorized the names. The next day, when he introduced me to the platoon, I called the names off by memory. The soldiers stood up so I could associate the names and faces, and they were impressed that I had made the effort to know them. They thought I knew enough to care, but in fact, Sergeant Putnam was teaching me to care.

The second thing Putnam realized was that I didn't know "my elbow from my ear" about the weapons. He said, "Would the lieutenant like to learn about the weapons in the platoon?" "Yes, I would." So he picked a place in the field—and why he picked that place, I didn't understand at first—he selected a muddy field that was right behind the latrine. Why did he pick that place? Because after supper everybody in the company, including soldiers in the platoon, went into that latrine. There, looking out over the screens, they saw me in the mud taking instruction from the experienced platoon sergeant, learning their weapons as well as they knew them.

Clever, Putnam—he was teaching, and fortunately, I was listening and learning. Sharing with your fellow soldiers your knowledge, experience, and standards of excellence is the greatest legacy you can leave with them. The same is true with the officers you teach. And *we* never get too old to learn a little more. –p. 145

Power

Your soldiers will be the most important ingredient of the combat power you will have at your call. The most powerful lesson of the Falkland Islands campaign is that soldiers who are well trained, physically fit, and psychologically prepared for combat will carry the day. –pp. 171, 11

The United States is a great power, yet we have always found it difficult to determine how best to create and use our powers. There is in our country an underlying ambivalence toward the use of the power we possess. The American experience—born of peaceful borders, protective oceans, and George Washington's guidance to "avoid foreign entanglements"—all of this makes many Americans ambivalent toward maintenance of a powerful regular Army. –pp. 10, 16, 18

We recognize that any use of force has the potential for escalation to global conflict. This is what no sane nation wants. History clearly shows, however, that nations must be prepared to protect their interests with force if need be. Failure to do so results in the loss of a people's heritage, their well-being, and their national values. –p. 40

We must also be a powerful Army. We achieve that power by capitalizing on American economic, political, technological, and cultural strengths. The Unites States must continue to exploit our own advantages: strong allies, economic and political good health, superior technology, and belief in the individual. –pp. 38, 62

Preparedness and Peace

We need to be ready for war, because history tells us that's the best way to assure peace and freedom. Strength is the essence of deterrence—strength deters aggression—weakness only invites it. Deterrence is a matter of perception. –pp. 338, 72, 251, 198, 13

Each time we have gone to war, because of our lack of preparedness, we have paid with the treasure of our youth. –p. 18

Peace depends on us, the United States of America. It depends on our courage and willingness to build it, to safeguard it, and to pass it on to the generations who succeed us. –p. 254

The price of unpreparedness is always paid, again and again, in lives and in blood. The less prepared we are, the more wishful our thinking, and the greater the costs of war when it comes. –GEN Creighton Abrams, p. 193

Peace is a process—a way of solving problems. –John F. Kennedy, p. 34

Readiness

Readiness is our first responsibility in providing for the common defense. Readiness is the key to

deterrence and, if required, to fighting and winning. –p. 29

Readiness is really another word for standards. –p. 44

Leading and caring are essential to readiness and excellence. We can improve the readiness of our Army with an intensive examination of leadership. –pp. 277, 312

Readiness is inextricably tied to soldiers' morale and to sustaining their families' strength. –p. 59

Better people, more and better equipment, better training and sustainment, and solid support from the Congress and the American people mean improved force readiness. –p. 282

(*See also* Mentoring)

Readiness and Tobacco Use

Tobacco use presents a threat to the health and readiness of the soldiers and civilians of the Total Army. The health and physical stamina of our soldiers are hampered by the effects of tobacco smoke. Clearly, soldiers and families who are free of tobacco usage are more capable of fulfilling the missions that are asked of us and are probably going to stay healthier than might otherwise be the case. –pp. 300, 356

The readiness and well-being of Total Army members and their families challenge us to deal with the problem of tobacco use. Medical evidence shows overwhelmingly that the use of tobacco products adversely impacts the health and readiness of our force. Tobacco usage impairs such critical military skills as night vision, hand-eye coordination, and resistance to cold-weather injuries. Moreover, it increases susceptibility to well-being of our Army, and we must take immediate steps to eliminate its usage. Every Army member is charged to make this goal a reality. –p. 297

Reserve Components

There is extraordinary dedication on the part of the members of the reserve components who give extra time to prepare for these major field exercises, far beyond what is authorized in the annual training and the monthly training. –p. 351

Responsibility

To accomplish our missions, the nation entrusts to our care its youth and its resources. There can be no greater responsibility. –p. 74

The Army is a huge organization—it is very easy to be anonymous. "Somebody else is responsible." "Well, that's a committee solution." "I'm not totally in charge." "You can't blame me." There will be plenty of challenges. You can either lift yourself up and meet them, or stand pat and let them pass you by. –pp. 109, 120

Take responsibility for the good, the bad, the right, and the wrong that goes on in your area of responsibility. It's so easy to shift the blame sometimes, but it takes a man or woman of courage to step forward and say, "I'm responsible and will fix it." When you do this a couple of times, those junior will see it, and you'll develop a climate in which you can teach subordinates how to take responsibility for their actions. –p. 113

In our youth, our hearts were touched with fire. –Oliver Wendell Holmes, on the tempering of his generation by meeting the challenges of the Civil War, p. 49

Retirees

Retirees are a link to our distinguished past, and from them we draw strength and encouragement for the future. The slogan, "U.S. Army Retired—Still Serving," signifies the supportive attitude of a special group of people whose talents we in the active Army are trying to tap fully. –p. 77

The military retirement system is one of our most important personnel management tools. It helps configure the inventory in terms of the experience required to sustain a ready force. –p. 57

Safety

There is nothing we do in peacetime that warrants the unnecessary risk of life or limb or equipment—nothing. Safety means a better Army—it also means a

better life for us and our loved ones. As steward of the Army, trying to do all that I can do to provide ethical and responsible leadership, I implore you to help from the ground up to galvanize a renewed commitment. –pp. 108, 298, 110

Safety in peacetime is just as important as in wartime. If we do things in a cavalier, unsafe way in peacetime, we are going to kill people and break machinery in war. There is no magic that descends on human beings when shooting starts that makes people warriors, that makes people of character, that makes people responsible for the equipment and lives that are entrusted to them. If we don't learn these things in peacetime, heaven help us in war. –pp. 335, 108

Commanders are safety officers. I look upon myself as the safety officer of the United States Army. I am diminished as Chief of Staff of the Army, as Steward of the Army, when someone dies. –pp. 109, 334, 108

I think the motivation behind safety is a moral one, taking care of our people. –p. 238

We bring into the Army 130,000–140,000 young people a year. They don't have the sense of safety that we have developed. We need to imbue them with it. You have the responsibility to imbue young people with the sixth sense of safety. Otherwise they're going to be doing dumb things and killing people. –p. 335

We have to develop that kind of sixth sense about safety within the Army so that soldiers are conscious of unsafe acts that are about to happen, can see the potential for tragedy, and can fix it. –p. 109

NCOs are the final enforcers of safety standards. Help your soldiers develop the "sixth sense" of safety that all of us try instinctively to practice as parents. –p. 191

You can care in a concrete way. When I first got to Fort Campbell I was accosted with the figures of 55 soldiers being killed a year on the highways in POV accidents—80 percent of them alcohol related. And going around to families and telling them the bad news that they had lost a loved one, it ate on me. What, as commander here, could I do to try to deal with this carnage? Out of that came the DWI policy that is now in the Army all over, and many states have adopted that. In two years at Fort Campbell, we cut fatalities down to 22 a year, and alcohol-related deaths were only about 30 percent. And interestingly enough, the insurance rates started to go down. So there are benefits to be derived. –p. 332

Soldiers

The fact is that younger leaders, not generals, are the ones who really make history. They earn the medals for valor and achievement. They are the ones who get things done and make the Army great. –p. 93

Well-qualified soldiers, physically and mentally toughened by their training and led by competent and caring leaders, make the greatest difference. With them any strategy is possible. Without them no strategy can be secure. –p. 42

If anyone asks you, "Where are the warriors in today's Army?" "Where are the Pattons, Bradleys, and the others?" Give them a straight answer! They are "out there" now, leading our soldiers at every level in our units! If war comes, they will emerge, just as they did in World War II. –p. 101

A soldier is many things to many people: someone's son or daughter, a husband or wife, a father or mother, a friend, an acquaintance. A soldier is a citizen among other citizens, and a servant. It is in the role of servant that the soldier observes a fundamental difference: their fellow citizens have entrusted them with the power to protect "[their] lives, [their] fortunes and [their] sacred honor." –p. 27

A steadily increasing proportion of women in the Army has also enhanced the talent base in the force. –p. 10

The Chief of Staff draws strength and confidence from the quality soldiers who serve with us today. –p. 257

Experience the thrill that comes from being a soldier. –p. 258

Staff

There is a natural tension between the field and a headquarters, but it is also a complementary relationship. The objective is to develop

complementary rather than duplicative capabilities. –pp. 231, 164

We need to strengthen leadership from the squad, crew and section level to the headquarters of the Army. We must include staff as well as command responsibilities. –p. 312

The Combined Arms and Services Staff School (CAS3) course that we now have instituted, is, I'm told, a sort of Ranger school in the classroom. –pp. 357–358

Foreign graduates of the Staff School at Fort Leavenworth now number over 4,600 and include 22 heads of governments and 181 chiefs of service or defense forces. –p. 68 (October 1984)

Teaching and Learning

I believe the most important legacy that any one of us leaves as a leader is the teaching of younger people, giving of experience to them. Teaching is a part of mentoring. Only by teaching can we truly prepare soldiers to be successful and to survive in combat. –pp. 343, 295, 286

The teaching of those entrusted to our care is the most important legacy any officer can leave to the U.S. Army. Our legacy is then left with those we have mentored and developed to be our successors, whereby we enrich and perpetuate our proud Army institution. –pp. 279, 293

The object of teaching is to enable soldiers to get along without their teachers. –GEN Creighton Abrams, p. 90

In a way, the time and tide of human life are blessings because together they wash away the grief and difficulties of life. But time and tide can also obscure the bitter lessons of the past, and condemn us to repeat our earlier mistakes if we do not learn from them. This can be a national as well as personal tragedy. We often neglect or overlook the lessons of history. –pp. 279, 66

Technology

Good technology wins battles and saves lives. Computers, automation, and communications must be catalysts. They must make the whole greater than the sum of the parts. –pp. 33, 43

Land forces comprise the oldest form of warfare in an era which is witnessing the greatest technology revolution in history. We must capitalize on as much leverage as we can from technology. By harnessing technology we can convert support manpower to combat power. –pp. 18, 340, 188

I don't think technology will ever take the place on the battlefield of the ultimate role of the soldier, or of units that are manned with people, because people are the ones who have to make judgments. –p. 340

Training

Tough training saves lives in battle. Soldiers instinctively know this and our mission demands it. Training generates confidence in the organization and its leaders which in turn strengthens the morale of each soldier. We must give our soldiers the equipment, training, and leadership they need to have the best chance for survival. –pp. 283, 311

An individual soldier's competence and confidence in his military skills and capabilities, as well as confidence in his leaders, are perhaps the most important elements to ensure success on the battlefield and survival under tough and dangerous conditions. –p. 284

Good training leads directly to good discipline—both collective and individual. Concurrently, good training develops initiative and resourcefulness: the ability to perform independently under a wide range of conditions. –p. 283

Good training concentrates on wartime missions and the way units are going to fight, but at the same time assures that the training is safe. Training can be tough and demanding without being reckless or careless about the lives and limbs of our precious human resource. –p. 283

Good training means learning from mistakes, and allowing plenty of room for personal and professional growth. We can do this in peacetime. In wartime, we can't. –p. 283

Good training means recognizing the high value of soldiers' time. Good commanders protect their units

from training detractors and last-minute changes. –p. 284

Good training means strong leadership development with *NCOs fully responsible for individual training* and officers responsible for unit training. –p. 284

We must train as we expect to fight. If we compromise on standards of training, we jeopardize unit cohesion and the lives of our soldiers who may have to fight tomorrow or deploy rapidly without further preparation. –pp. 74, 282

Well-rehearsed battle drills at the squad and platoon level enable leaders and commanders to put into action quickly a plan of operations such as one might encounter in a meeting engagement. In one example, since the battle drills were second nature, the soldiers needed to know only the directions for attack, their flank units, their objectives, and the locations of their leaders. –p. 174

The experiences of units at the National Training Center demonstrate conclusively the need for innovative thinking and initiative. Units that are the most effective tactically at the NTC are those whose junior leaders, both officers and NCOs, demonstrate an understanding of their higher commander's intent and are not afraid to act on their own initiative. NTC results show that on today's fast-moving and dispersed battlefield, innovation and initiative are essential to winning the first battle as well as the war. –p. 305

The reserve components are now sending battalions to the National Training Center, and they have performed effectively out there. –p. 351

The National Training Center provides the finest, most realistic, and most challenging training in the world. We have the best training in the world there, bar none, and I've seen training in forty countries and their armies. –pp. 59, 234

The United States and the Army

We are America's Army, and we can be only what the American people want us to be, and can be no better than the American people want it to be. As they demonstrate a strong will as a nation, then the Army will be there when needed. –p. 193

Our soldiers stand, as they have stood for over two centuries, as guardians against those who would deny us the freedoms we enjoy. They guard against those who would take our lives, either by the chains of oppression or with weapons. They guard and insure us against those who would tear down the sometimes frayed fabric of democracy under which we, and other peoples of the world, live and pursue our individual beliefs and desires. –p. 27

The military is an instrument of the national will, and not a substitute for it. –Secretary of Defense Caspar Weinberger paraphrasing Karl von Clausewitz, p. 172

It is customary in democratic countries to deplore expenditures on armaments as conflicting with the requirements of the social services. There is a tendency to forget that the most important social service that a government can do for its people is to keep them alive and free. –Air Marshal Sir John Slessor, p. 36

A basic question a soldier must answer in making the decision to serve his nation under arms is, "What makes this nation, this way of life, worth defending?" At the most fundamental level, the answer is most often found in the freedoms, peace, and human rights we each enjoy. –p. 26

Our soldiers must also feel a bond with their country. –p. 46

Values

Our profession involves deep moral values because we are dealing with matters of life and death—for ourselves, for those who serve shoulder to shoulder with us, for our nation, for our families, and for adversaries and noncombatants. What can make the Army great is simply the quality of leadership and the enrichment of values. –pp. 279, 358

Values are intangible. While we cannot see or touch them, we can sense solid values in others. They, in turn, can sense them in us. –p. 190

Over the entrance to the Cadet Chapel at West Point is a large stone cross with a sword in it. The sword represents King Arthur's "Excalibur." For soldiers the symbolic lesson is that the sword of military power

can be withdrawn only when governed by noble values. –p. 26

Soldiers are the ones who will judge whether you spend your talents to make them ready and help them to grow. And they are the best judges of whether you spend your talents mostly on yourself. –p. 48

Unlike soldierly skills, ethics and values are more "caught" than "taught." They are "caught" by young soldiers from their leaders and their peers, from the ethical climate that exists in their squads, platoons, and companies. They are "caught" by West Point and ROTC cadets and OCS candidates. They are "caught" by children in families where moral values are lived day in and day out. Schoolroom discussion can never take the place of practical example. That is why I placed so much emphasis on leaders teaching by personal examples of excellence and caring counsel of subordinates. It is the most important legacy we leave. –p. 280

Veterans

Whether in war or peace, soldiers who have passed through the ranks of the United States Army in service to their country look back on that experience with a high sense of pride. Veterans never seem to lose the deep-seated pride that comes from serving one's country. –p. 289

Vision

In the Book of Proverbs it is written, "Where there is no vision, the people perish." Vision, the ability to anticipate the course of future events, is what keeps the Army *steady on the course*. –p. 301

The Secretary of the Army [John O. Marsh], with considerable vision instituted the annual themes to focus the Army in a particular direction and to institutionalize progress. There's a synergism from all of these themes, beginning with the Spirit of Victory, then Fitness, Excellence, and the Year of the Family. The Year of Leadership was to enrich the performance, training, and the commitment of leaders throughout the Army. The Year of Values ties the human dimension of the Army and the underpinning of our soldiers and their families, the basic values that have made our society great. These are historic values in support of freedom. –p. 356

It's awfully easy to be down among the details. It's awfully good to be a prisoner of the in-box and to deal with stuff that's given to you. It's much more difficult to champion new ideas, to rise above the fray, and to have a vision that carries a unit or an organization beyond the nearsightedness of day-to-day life. Rise above it! –p. 234

Establish a vision for what you want to get done. Then work on that vision. By vision you can measure your progress and success. Without a vision there tends to be the potential for drift in an organization. –p. 331

Work

The difference between a career and a job is the difference between 60 and 40 hours a week. –Douglas Southall Freeman, p. 47

Do your job well because that is where honor lies. –a young soldier, p. 237

Don't be one who reaches for the stool when there's a piano to be moved. –p. 112

We live in deeds, not years; in thoughts, not breaths.... He most lives, who thinks most, feels the noblest, and acts the best. –a wise man, p. 244

The Sea of Galilee receives but does not keep the water from the Jordan. For every drop that flows into it another flows out. The Sea of Galilee gives and lives. –p. 48

The Army has given me and the family room to grow, to "be all that we could be." I've tried to give the very best that I could back to the Army in my four years. –pp. 259, 331

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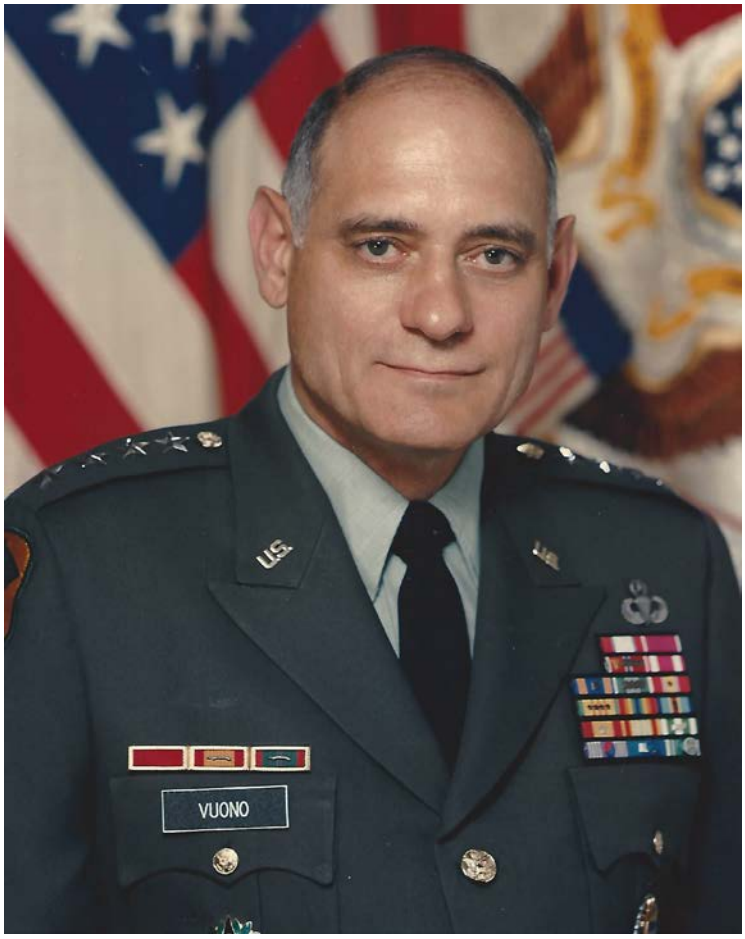
The Army renews itself. Cadets around the country, graduate and enter the Army and senior officers retire. I offer you a final salute and leave the Army confident that our future is in good hands. *Thank God that some things like patriotism and professional military competence are eternal.* –pp. 46, 256, 66

General Carl E. Vuono

United States Army Chief of Staff
June 1987–June 1991

General Carl E. Vuono served as the thirty-first Chief of Staff, United States Army from 1987–1991. All the quotations in this chapter are from his collected works, entitled *Collected Works of the Thirty-first Chief of Staff, United States Army*.



Subjects

General Carl E. Vuono: 1987–1991

The Army

The armed forces of the United States will be of profound importance in determining whether humanity will move ahead into a new world of peace and freedom, or whether we will simply fall back into that seemingly endless cycle of violence that has plagued mankind for 10,000 years. –p. 265

The Army is our nation's clearest and most credible symbol of resolve. When the Army is committed, it best symbolizes the commitment of the American people, our most powerful weapon and a great source of reassurance for our allies. –pp. 114, 134

The profession of arms is an exciting, dynamic profession that stands as a bastion of stability in a very volatile world. –p. 267

The American military experience provides valuable lessons in dealing with the present and coping with the future. In contrast to our historical peacetime defense posture, the wars of the 20th century have all highlighted the importance of ready ground forces. The four wars we fought in this century have taught us that war on any scale focuses on the control of land, people, and resources, none of which is possible without a capable Army. The Army is the only force that can successfully terminate major conflicts. –p. 134

Your careers will write the history of the Army. The future is bright with promise, and the Army stands at the forefront of our nation's defense. –pp. 378, 376

The Army—Missions and Roles

The U.S. Army has played an indispensable role in the protection of our nation for more than 200 years. The role of the Army today is as important as it has ever been. In peacetime, the demonstrated ability of the Army to project and sustain significant combat forces over great distances is the first line of deterrence and the most effective guarantor of peace. In war, the same capabilities are essential to defeat aggression on the battlefield and to ensure the survival of the nation. –p. 194

The Army fulfills roles that are essential for a national military strategy, in peace and war. These are roles that only the Army can perform. Only the Army has the elements of combat power able to conduct contingency operations or support friendly nations around the globe. Only the Army can defend U.S. vital interests in sustained land combat wherever those interests are threatened. Only the Army has the active and reserve components necessary to support civil disasters throughout this land of ours. Only the Army can provide that most visible and credible symbol of our national resolve—the American soldier forward deployed on freedom's frontier. –p. 141

The Army must be seen in the richness of its strategic roles, its geographical reach, and its unique and indispensable contributions to the security of the nation. –p. 209

Army Strategic Roles: provide forward-deployed ground forces for deterrence, sustained land combat, and conflict termination in areas of vital interest; maintain combat-ready ground forces—heavy, light, and special operations—in CONUS for immediate contingencies worldwide; maintain forces in CONUS able to reinforce forward-deployed and contingency forces; participate in disaster relief, emergency assistance, and interdiction of illicit drug traffic; provide support to allied and friendly nations through peacekeeping, security assistance, and Army-to-Army initiatives. –p. 411

The military has to have global reach, either with forces that are forward deployed or forces that we can move rapidly from one location to another. –p. 76

The Army and the Nation

The Army is continuously preparing for war. We do not do the job alone: we recruit from the nation's youth, we employ the products of industry, we operate in unified actions with our sister Services and allies, and we receive resources and guidance from the nation's elected representatives. We are partners in national defense. –p. 66

Our Army represents the democracy in ways that few institutions can claim. –p. 143

We must not forget that the causes of low-intensity conflict generally are political and economic rather than military. Although the military aspects may be crucial, the solutions to low-intensity conflict go far beyond the military dimension. Military action can

only be a shield against violent opponents and a source of assistance to the civil authorities responsible for political, economic, and social development. History demonstrates that military might cannot substitute for effective nation-building and legitimate political institutions that meet citizens' needs. –p. 408

Artillery

For more than two centuries, the thunder of the artillery has given voice to America's commitment to stand and fight for the principles of freedom and democracy. –p. 294

The words "Shot, over" will forever stand as our ultimate pledge to the maneuver forces we support. –p. 217

Attitude

Develop a positive attitude. Henry Ford, the great American industrialist once said, "Whether you think you can, or whether you think you can't, you're right." Attitude shapes everything. If our attitude is positive, we open up great opportunities for ourselves and for those whom we serve. –p. 124

Staying positive and keeping my sense of humor gets me by in the difficult times and makes the good times even more enjoyable. –p. 75

AUSA

AUSA performs a vital support role, informing the American people and government about what our Army does to meet its responsibilities. The truth is that your role in our Army is the great untold story that the American public has never really known. While we are busy with the day-to-day work of the Army, you are working tirelessly to help young soldiers and their families. On behalf of a grateful Army, you have our most sincere thanks and gratitude for your contribution. –p. 144

Caring

To the officers and NCOs who truly care about their soldiers, their soldiers will give it back tenfold. –p. 56

The concern expressed by the first-line supervisors is the essence of Army caring. But the most important form of caring for these excellent soldiers is preparing them to fight and win if called to war. –p. 24

Soldiers in Panama [JUST CAUSE] said they were confident because they knew their job, they were well trained, they knew their equipment would work, they had confidence in their buddies, and most importantly, they knew their leaders—NCOs and officers—would take care of them. –p. 451

Climate

We build and sustain quality by establishing an environment in which all soldiers, civilians, and family members can fulfill their highest goals for personal achievement and professional growth. –p. 302

You have to provide soldiers a vibrant organization of which they can be proud. You have to provide them an opportunity to grow, to train realistically, to be challenged, and to accomplish something. –p. 73

The most important single factor that makes good soldiers want to continue in the profession of arms is the kind of environment that we establish in our units—in our platoons, in our companies, in our battalions. –p. 184

Cohesion and Trust

That unbreakable bond that develops between soldiers is at the very heart of our profession. –p. 381

If you trust in peace, you trust in war. –p. 58

(*See also* Professionalism; Standards)

DESERT STORM

DESERT STORM was, above all else, a victory for the community of nations and for the future of humanity. –p. 357

One of the enduring memories of this war will be the images of America's soldiers moving into battle with an iron determination to crush the enemy and, only hours later, treating defeated Iraqi prisoners with dignity and respect. We equally honor the unsung heroes of DESERT STORM—the soldiers who manned the ramparts of freedom in other regions of the world, the soldiers who provided invaluable support for our forces in the desert, and the soldiers who maintained undiminished readiness for contingencies worldwide. –pp. 352–353

The men and women of DESERT STORM, whether in the active component, National Guard, the USAR, or part of our civilian workforce are part of the Total Army team worldwide that is responsible for our victory in the desert and for the advance of freedom in the far reaches of the globe. Every husband and wife, every parent, and every child who sent a loved one to war is an equal partner in the victory of DESERT STORM. –pp. 362, 367

The quality of our Army stands out in stark relief in the Arabian desert. Everywhere I went, our soldiers demonstrated high standards of discipline and an impressive commitment to what our nation has asked of them. They have great faith in their training, in their weapons, and in their leaders. There is no idle chest thumping or empty boasting among our soldiers; rather, each of them is soberly and quietly confident. "If he wants a fight," several soldiers told me, "he's come to the right place." –October 12, 1990, p. 308

The successful conduct of the final phase of Operation DESERT STORM was a powerful demonstration of the effectiveness of conventional forces operating jointly to achieve objectives attainable in no other way. –p. 421

(*See also* Higher Purpose and Selfless Service; Jointness; NCOs; Power)

Doctrine

Our doctrine is based on timeless principles of war. AirLand Battle is a set of tactics, techniques, and procedures that describes the way we will fight, and is a doctrine that focuses on traditional American leadership strengths. It recognizes that the edge we gain over our adversary will not come from matching him man for man or tank for tank, but from overall unit capability and the ability to concentrate the combat power of those units when and where needed. We can describe our how-to-fight doctrine by identifying its four basic characteristics: depth, initiative, agility, and synchronization. –pp. 109, 31–32

The starting point for the Army's preparation for war is doctrine. It not only tells us how we can fight and win on the battlefield, but it also guides designing and modernizing our forces. Our AirLand Battle doctrine describes how we can defeat the enemy, but it can only work when it is carried out all the way down to the level of the individual soldier and his weapon. The Army's warfighting doctrine is entitled AirLand Battle in recognition of the need for total integration of the combat power of all Services in modern war. –pp. 24, 135

We must ensure that our doctrine remains evolutionary. Our doctrine must be compatible with our responsibilities as an Army to support the various Commanders-in-Chief (CINCs), around the world. It has to be a doctrine that is sound for both NATO and for other parts of the world where we may be called upon to fight as part of a joint and combined force. –p. 3

At the very heart of warfare lies doctrine. It represents the central beliefs for waging war in order to achieve victory. Doctrine is of the mind, a network of faith and knowledge, reinforced by experience, which lays a pattern for the utilization of men, equipment, and tactics. It is fundamental to sound judgment. –GEN Curtis LeMay, p. 131

Families

Families are a bastion of strength and a wellspring of values that undergirds the trained and ready Army of today. –p. 368

The sense of family in the Army is clearly reflected in a casual exchange between Army children on a playground in Germany. One child was a newcomer to the community and living in a guest house, while his playmate had been around for a while. "Won't you be glad when you have a home?" asked the long-time resident. "Oh, we have a home," responded the newcomer. "All we need is a house." –p. 316

I would like to have a nickel for the number of times I have said to my wife, Pat, "Gee, I did not know that." I want to ask you [leader's spouses] to be aware of the day-to-day problems that may face the soldiers and their families. If you will do that, I think it will be very helpful to your husbands and to the Army. –p. 443

Battalion commanders' spouses not only have help available from outside agencies, but I would say draw from the command sergeant major. You will want the kind of advice and guidance and assistance he can give—it is invaluable. –p. 444

No poet could ever capture what Pat Vuono has meant to me. Wife and mother, my strongest critic and my best friend, an inseparable partner of infinite patience for everything you have done and for everything that you are, I am eternally grateful. –p. 383

Freedom

To oppressed peoples all over the world, our soldiers are a symbol of freedom. After a long and empty night of uncertainty and fear, the East Germans on one refugee train to the west finally crossed the border at the town of Hof. Someone on the train asked doubtfully, "Are we really in the west?" Just then, in the early light of dawn, they looked out to see soldiers of the 2d Armored Cavalry Regiment patrolling the border. At that instant, a cry of joy went up, "There are the Americans. We are free." –pp. 206, 201

The yearning of people for basic human dignity knows no political boundaries. –p. 280

Those who came before us have left a great legacy. The personal freedoms that we enjoy today, our security, and our material well-being are ours only because earlier Americans envisioned them and provided us with a framework for making them real. –p. 11

Our nation shines forth as a champion of freedom. –p. 321

Freedom—the Growth of

As we witness the flourishing of democracy throughout the world, each of us should take enormous pride in the critical role the United States Army has played. For these changes are not the result of some accidental whim of history. They are the product of generations of committed, dedicated men and women who have prevented conflict in Europe and have confronted the forces of oppression in contingency operations worldwide. –p. 294

Let future generations understand that freedom was triumphant in Europe because of the unrelenting courage and undaunted commitment of the American soldier—men and women who stood shoulder-to-shoulder with our allies and our sister Services, and together bought the time necessary for the forces of freedom and democracy to prevail. –p. 309

I saw the Berlin Wall, the absolute example of oppression since the early '60s, crumbled and broken and consigned to the judgment of history. It is an unbelievable sight to go into Berlin. –p. 265

Last month, I went up to what used to be the 8th ID sector of the inter-German border. The barbed wire was gone, the watchtowers were empty, and the death strip was already budding with the grasses of a new generation. I stood there with the soldiers of the Blackhorse Regiment and the Pathfinder Division, and, like many of you here today, I had vivid memories of what that border used to mean. As I surveyed the new reality, I took enormous pride—shared by each of us who have served the nation—in the victory that the Army has helped bring about. –p. 309

The new collar insignia for the enlisted soldiers in the Public Affairs community consists of a quill symbolizing the power of truth, the ultimate protector of a free society. The quill is crossed by a lightning bolt indicating the speed with which the truth must be conveyed. And finally, above all, is a sword—a sword showing our enduring commitment to defend the principles of freedom that we hold so dear. –p. 210

(*See also* Peace)

Higher Purpose and Selfless Service

Take with you the recognition of the transcending importance of service. Selfless service is the epitome of one's legacy to his profession. –p. 124

There is great satisfaction in serving one's country, one's community, or one's fellow citizens.

Commitment transcends the bounds of material gain. –pp. 175, 254

In meeting challenges, your ability to inspire soldiers and do so selflessly is of transcending importance and is unaffected by the branch you choose or where you will be assigned. –p. 142

Soldiers have an intense desire to serve. We must capitalize on the pride that grows from a commitment to selfless service. –pp. 38, 255

An Army lieutenant returning from the Gulf War was asked what it was that allowed him to survive six months in the desert and gave him courage in combat. He thought for a minute and answered with a wisdom far beyond his years, "It was a commitment to a cause greater than myself." –p. 360

(*See also* DESERT STORM)

The Human Dimension

The quality of our people—soldiers and civilians—more than any other characteristic, will determine the versatility of the Army. –p. 225

The Army's basic building block is and will remain the individual soldier and civilian. –p. 243

Imperatives

Our Six Imperatives not only serve to guide the Army now but also stand as a beacon to help steer us through an uncertain future into the next century. Army Fundamental Imperatives: *Quality*: attract and retain high-quality soldiers and civilians; *Doctrine*: maintain forward-looking warfighting doctrine; *Force Structure*: maintain the force size and mix of heavy, light, and special operations units required by national strategy; *Training*: conduct tough, realistic training; *Modernization*: modernize continuously to ensure Army forces have needed warfighting capabilities; *Leader Development*: develop competent, confident leaders. –pp. 202, 412

Infantry

History makes it abundantly clear that all battles and all wars have been won, and in the future will be won, by the Infantryman—the individual soldier who bears the brunt of the casualties and suffers greater extremes of discomfort and fatigue. –p. 140

Infantry elements form the basic combat building blocks for all forces. –p. 139

The Infantry soldier will continue to be the solid rock on which wars are finally settled. Everything we can do to give him prestige, to develop his weapons, to afford a general knowledge of the use of those weapons, are just so many steps in the right direction. –GEN George Marshall, p. 140

Innovation and Creativity

Creativity is something that does not cost much, but we reap great dividends with the creativity and the energy that can be generated. –p. 123

We can expect a much greater return on the investment for our combat readiness if we take advantage of the ingenuity, creativity, and leadership offered by smarter soldiers. –p. 104

Change brings with it new perspectives and fresh ideas on the great issues of our times. –p. 361

We can ensure that we shape the Army's needs for our national defense only through developing forward-looking concepts and innovative programs now. –p. 22

Jointness

For the U.S. armed forces, maintaining an effective capability to fight means preparing to fight jointly: theater objectives, campaign plans, and force packages that take full account of all Services' capabilities and ensure unity of effort and effective employment of combat power. The key to the successful employment of conventional combat power in war is to fight jointly—a lesson that stood in stark relief in DESERT STORM. –pp. 19, 416

Interoperability is another word for how we ensure that we are fighting together and doing it right. Some translate interoperability into hardware and focus on compatibility in the various hardware systems. But interoperability is much broader than that.

Interoperability goes back to a fundamental understanding of how each Service intends to fight and to see what commonality you can find there in mutual support. You do as much as you can in joint training exercises, both in terms of soldiers, sailors, airmen, and marines on the ground, but, more importantly in the training that you benefit from by joint wargames and joint exercises where leaders are together discussing and understanding the strengths and limitations. –p. 35

Leadership

Leaders who can influence the course of battle—from squad level up—have been a traditional strength of our Army. –p. 110

Every member of the Army is a potential leader—civilian or military. –p. 38

Leaders are not born; they are made. –p. 96

Never say, "Things were screwed up when I took over." Always give credit to those before you—it does not cost you a nickel but you are paid off a hundred fold. –p. 439

Whether a young sergeant, or a young lieutenant, or a captain, the example that is set for young soldiers, the standards that we ask them to adhere to, are things that they will never forget. That is returned tenfold as they proceed and impact on other young sergeants and other young officers. –p. 41

Do not infringe on the time of your troops because you are dealing with the most inexperienced people in the chain of command, and the command is your captives, and they need time. Manage your time so that they can manage theirs. –pp. 439–440

Look for ways to reinforce success. –p. 163

Leadership Development

The most lasting legacy we leave is the leaders we develop for the future. When a squad leader or first sergeant comes up to you and says that you gave him direction when he was a private or a young sergeant, then you know what I mean. –p. 25

Leader development is more than assignment or policies. It is a commitment—a commitment by the Army to look at all aspects of a soldier's professional development so that the result is a leader capable of contributing to the joint warfighting mission of our Army. Leader development for soldiers and civilians is our most important and lasting contribution to shaping the Army of the future. –pp. 30, 406

We develop our officer, noncommissioned officer, and civilian leaders through a system that rests upon three fundamental pillars: formal education, operational experience, and individual self-development. The pillars reinforce each other. Each is essential. No one pillar can fully develop our leaders to the point required for effective execution of joint and combined operations without the other two. –p. 154

Our leader development concentrates on those characteristics a leader must have to excel on the modern battlefield: technical and tactical competence; the ability to develop well-thought-out concepts understood and supported by all; the ability to make rapid and accurate decisions—coherent, faster than the enemy; the ability to take prudent risks—bold, confident operators with sound judgment; the ability to exploit opportunities—aggressive, take the offensive, seize the initiative; the ability to leverage technology; genuine concern and caring for soldiers and families. –p. 31

The development of leaders is a shared responsibility between the individual and the Army; leaders must invest their own time and energy if they are to attain the levels of competence demanded today. –p. 192

Every one of us has the responsibility to teach and to provide the opportunity for subordinates to contribute and to grow. We must help junior leaders develop through guidance, coaching, encouragement, and listening. Then we should step back and allow them to expand their competence and confidence thorough experience. –p. 20

An inherent requirement of an officer's education and training is to provide the tools necessary to deal effectively with the uncertainty that inevitably will arise on any future battlefield. Stated another way, our leaders must develop the ability to deal with circumstances that cannot be wholly foreseen. –p. 81

Competence is not an inherited trait; it grows out of dedication, education, experience, tough, realistic training, and plain hard work. –p. 253

There really is no greater sense of self-satisfaction than to take a young sergeant or a young lieutenant or captain and watch him or her grow. I believe it is the greatest long-term legacy that you will leave the Army. –p. 436

Learning and Self-Development

You must broaden your competence through self-development. You will not get everything you need to develop to your maximum potential from our schools or while on the job. You must work on your own. That requires your self-discipline and sacrifice, but the payoff to you and the Army is great. –p. 163

You have to understand the doctrine that is applicable to your organization. Now, it is no sin if you do not know all there is to know about it, but it is a sin if you do not do something about it. –p. 431

Educational tools increase the power and leverage of your abilities. –p. 75

You have a wealth of lessons learned. Before they become cloudy in the back of your mind, write about them. We need that kind of intellectual energy to move our profession. Our professional journals—designed to reach the broadest sweep of audiences across the widest range of issues—will be especially important in the years ahead. –pp. 69, 256

We should look for opportunities to implement reading and writing programs and to emphasize practical lessons in our study of history while not forgetting the more traditional subjects that focus on current job performance and the unit's mission-essential task list. –p. 256

You would be amazed at the lessons you learn from the Civil War that are very applicable today, particularly in the area of leadership. –p. 71

Listening

Much of the success that you have had as students can be attributed to good listening. Too often we fail to take advantage of these skills later in life. It is a wise man who learns from the counsel and experiences of others. –p. 75

Be on "receive" more than you are on "transmit." There is nothing that you all cannot fix in your battalion and your brigade if you know about it early enough, but by the time it gets beyond that it is just sort of bandaiding it. A battalion commander can fix just about anything, but he has got to know about it; and he will only know about it if he will listen. –p. 439

Listening is an attitude, listening is an environment. It is people wanting to tell you something because they know you will do something about it. –p. 439

Management

You and I are on a crusade—a crusade to streamline administrative requirements, to reduce all noncritical functions to a minimum, and to boost the training that is essential to your mission in everything you do. –p. 185

Modernization

Modernization is trying to figure out what you need to do to posture yourself as an Army on the battlefield in the 21st century. It is thinking through concepts that you want to bring out, compared to how you want to fight in the future. –p. 39

Modernization is a process. It involves concepts and doctrine, training, leadership, and, finally, equipment and organization. Force modernization is more than just fielding equipment. It is the integration of concepts and doctrine, personnel, training, operations, logistics, research and development, and the acquisition functions necessary to organize, train, equip, and sustain a ready force. That is why our doctrine and our joint warfighting concepts are the basis of force modernization. –pp. 113, 29

Modernization is the only way to protect the future. –p. 301

Our modernization strategy leverages both concepts and technology to produce the greatest warfighting advantage by pitting our enduring strengths against

threat vulnerabilities. We must modernize in those areas where we have shortfalls and where we get the biggest payoff for our modernization efforts. –pp. 133, 233

Our modernization challenge has three features: to ensure our future readiness with a stable and adequate level of investment; to maintain our near term readiness for warfighting; and to integrate and synchronize our modernization efforts across the entire Army, over time. –p. 133

Another way NCOs contribute to modernization is by taking an objective look at the systems and organizations we have and recommending improvements. Sergeants need to commit themselves to being "part of the solution" and recommending how we can better do the job. Platoon sergeants and platoon leaders who integrate new systems make modernization happen. –pp. 25, 55

If we ask young Americans to brave the perils of combat, we owe them the finest weapons that our nation can produce. –p. 232

Force modernization is given form and direction by our doctrine. The requirements that we satisfy with the weapons systems we build or buy off the shelf are based on the doctrine's warfighting concepts and the projected threat. –p. 21

Momentum

In the future, if we are to live up to the responsibilities history has placed upon this great nation and acquit ourselves well in the eyes of our citizens, then it is important that we maintain the momentum that has created today's Army—an Army of superior young men and women, representing the finest of our nation's youth, an Army of leaders who understand their role in training and caring for those soldiers, and an Army which takes great pride in its role of supporting and defending the Constitution of these United States. –p. 12

The key to continuing the Army's momentum is a recognition of what is important. –p. 30

As we move ahead in the dynamic global environment, we must build on the momentum the Army has achieved in recent years through the dedicated hard work of our superb civilian and military leaders and the members of the Total Army—active forces, Army Reserve, and Army National Guard. –p. 7

We must retain steel threads of continuity—continuity of purpose, continuity of commitment, and continuity of capability. –p. 365

NCOs

Noncommissioned officers are the heart and soul of our force. They are the heart because they determine our pulse. They are the Army's soul because they represent and demand the soldierly virtues of dedication, and discipline, and the sense of responsibility. –p. 8

If you look at the history of our Army and you look at the peaks and valleys of the efficiency of our force, look at the status of the NCO Corps at that particular time. –p. 68

What sets us apart in our Army is the Noncommissioned Officer Corps. –p. 98

It is our sergeants above all who live by the words of a young George Marshall when he said, "When all are tired, cold, and hungry at the end of the day, it is the leader who puts aside his personal discomfort to look to the needs of his soldiers." –p. 381

The NCO Corps makes a difference in peace and makes a difference in war, and when we send soldiers to battle it is the NCO Corps that will make the difference with those soldiers, with our units, with our Army. –p. 98

The victory in Operation DESERT STORM must be remembered above all as a monument to the Army's corps of noncommissioned officers—the squad leaders, tank commanders, section chiefs, platoon sergeants, first sergeants, and command sergeants major in combat, combat support, and combat service support units—men and women who won the battle where it counted: up close and personal. –p. 381

Effective leader development programs are continuously reinforced by the untarnished image of unrelenting professionalism in our NCOs. If you are unyielding in enforcing high ethical standards, you

will be able to look into the eyes of your soldiers and say confidently, "Follow me and do as I do." –p. 291

Combined arms integration does not take place only at the brigade or battalion level. It takes place at the company and platoon, and that is where the sergeants have to translate tactical doctrine into specific actions to be taken by the soldiers. NCOs knowing doctrine are the key to battlefield coordination. –p. 24

Doctrine continues to evolve. It changes in response to the developing threat and technology, but it also changes as we develop experience with fielded systems and discover what we can and cannot do. NCOs are at the front edge of field experience, and they need to provide the information the system needs to keep current. –pp. 24–25

On a recent visit to Europe, I talked to a scout squad that had won a prestigious award for being the best of its kind in Europe. When I asked one soldier for the secret of his squad's success, he said without any hesitation, "Sir, that's easy. Hard work and my sergeant." –p. 163

NCOs are the ones who make a difference in the retention of the young soldier because the soldier looks to his sergeant for guidance, counseling, coaching, teaching, and just to lean on when things are not going so well. –p. 48

Junior NCOs need to understand the importance of detailed planning and proper execution because they are key to making it happen. –p. 25

The NCO is also key to success in large-scale exercises. Our doctrine hinges on the correct performance of large-scale operations. Training at the NTC or in large joint exercises such as REFORGER provides added realism, and it also enables us to practice integrating combat power at higher levels. Maneuvering battalions or brigades at Fort Irwin challenges everybody, from the soldier to the brigade commander. Not only must the NCO face the challenges posed to him personally, but he must also facilitate the officers' training by freeing them to concentrate on planning and executing the integration of combat power. Training provides the opportunity for building unit teams, but it can only happen through the work of sergeants. –p. 25

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

The quality of the Army is directly linked to our Noncommissioned Officer Corps. –p. 107

In recognition of the important role our NCOs play in keeping our Army trained and ready, the Secretary of the Army [John Marsh] and I have designated 1989 as the "Year of the NCO." –p. 146

NCOs are the rock upon which our nation's security is built. They are the leaders, trainers, standard-bearers, and disciplinarians who have made the Army the cornerstone of our national military strategy. –p. 187

(*See also* Family; Modernization; Training)

NCO/Officer Relationship

Throughout the ages, the most celebrated leaders in the profession of arms began their rise with the simple words, "Sergeant, show me how." –p. 262

Competence grows from study, discipline, and plain hard work. As a young officer, you must tap one of the greatest sources of practical knowledge—the corps of noncommissioned officers that are throughout our ranks—sergeants of unmatched ability and dedication. –p. 262

There is nobody who wants you to succeed more than your command sergeant major, but you have to let him inside to make that happen. –address to the Precommand Course, p. 440

A tremendous source of assistance in your learning is from your noncommissioned officers and your fellow officers. Take advantage of that from the day that you

are commissioned. It stays with you as long as you are privileged to wear the uniform. –p. 71

We were having a stand-to at about four o'clock in the morning, and I was wandering around on my first exercise as a second lieutenant looking for the coffee. I found it and asked where is the cream and sugar. Over there. Well, over there was on the back end of a trailer. What I found was a 5-pound bag of sugar. I went in and I hit rock; you know the thing had become solid rock, and I could not get it out. I was in there trying to get it, and I thought I would get the milk. Well, the milk was in one of these little evaporated milk cans back in those days, no labels on it, but the milk had gotten caked, you know how it gets caked around it, and I was shaking and could not get any out. And I did not think anybody was there; it was dark as hell. So I heard this voice, "Lieutenant Vuono, can I speak to you, sir?" and I looked up and it was the First Sergeant. And I answered, "First Sergeant, what can I do for you?" He said, "Sir, it is what I can do for you." I said, "What is up?" He said "Lieutenant Vuono, do you intend to make a career out of the Army?" I thought that was a hell of a question to ask a guy at 4:30 in the morning. I said, "Well, First Sergeant, I do not know, I have not thought much about that yet." "Well," he said, "if you do, you got to do one of two things. You got to either stop drinking coffee or quit drinking it with cream and sugar. You are just making a fool out of yourself walking around looking for the sugar and cream." To this day I drink my coffee black. –pp. 436–437

Opportunity

I remember men returning from war who went back to school and became leaders in the community. Service rewarded by opportunity—that is an American tradition. –pp. 13–14

The years ahead will present traditional challenges as well as new threats and unique opportunities. –p. 406

America has a bond of trust, of confidence in its soldiers. Equal opportunity strengthens the bond. –p. 177

Organizational Development

The broad view of history records that successful institutions are always growing and adjusting to changing circumstances. As the guarantors of our nation's security, the armed forces share continuously evolving responsibilities. There is no such thing as a "final" force design or an "ultimate" weapon. –p. 22

I learned a long time ago that leaders, noncommissioned officer and officer leaders, are continually in the business of assessing their organization. It does not make a difference whether it is a squad or it is the Army. –p. 67

Peace

It is not the dangerous days of battle which most strongly test the soldier's resolution, but the years of peace, when many voices, offering many counsels, bewilder and confound him. –GEN Matthew Ridgway, p. 378

Today our nation enjoys two preeminent blessings—peace and freedom. To a marked degree, this favorable situation is due to the revitalization of our nation's armed services and the strengths of our Army. Through our soldiers we demonstrate the capability and the will to defend our own interests and share in the common defense with our allies. We can maintain peace and freedom for our nation by ensuring that the Army is trained and ready, today and tomorrow, to carry out its roles anywhere in the world, anytime. –p. 149

To secure peace for the United States and free nations through the world, we seek to convince our adversaries that the cost of any war would be too high and the probability of success too low. Clearly, we have learned a key lesson of history—that poorly trained armies invite attack by enemies, incur casualties needlessly, and ultimately suffer defeat. –pp. 19, 105

Peace is a most fragile commodity. Preservation of peace is the essence of deterrence and is our sacred responsibility to the American people. –pp. 133, 202

Power

We must maintain the right mix of forces—armored, mechanized, light, and special operations—within our active and reserve components—that provide us the

necessary versatility in implementing our national strategy. I liken this imperative to a kit bag from which we can draw out the right forces we need for the job—whether it is a minor regional contingency such as JUST CAUSE, which was predominantly light forces supported by elements of mechanized and armor, or a major regional contingency such as DESERT STORM that required the largest commitment of U.S. armored forces since World War II. We must have forces whose capabilities range across the entire spectrum of conflict while we retain also the ability to tailor forces that can operate competently in joint and combined operations. –p. 365

Military power is only one aspect. We need to look at political power, economic power, and social power. Each Service is only a portion of the complex mosaic that constitutes a nation's military power. –pp. 88, 105

It is not enough to fight, it is the spirit we bring to the fight that decides the issue. –GEN George Marshall, p. 72

In DESERT STORM, the United States projected more combat power over greater distances in less time than at any other point in the history of organized warfare. DESERT STORM demonstrated that the ability to project significant combat power was greatly enhanced by a decade of work done to pre-position supplies and develop air bases and seaports in Saudi Arabia and elsewhere in the region. –pp. 349, 419

Professionalism

The key to success in the Army of tomorrow will be the same as it is today: uncompromising professionalism—professionalism that has its roots in the qualities of competence, responsibility, and commitment. These are qualities that separate a professional from an employee, and they are qualities indispensable for our Army. –p. 237

Professionalism is the quality that sustains each of us through harsh times and difficult assignments. It also forges an iron bond with our fellow soldiers—a bond that will not break, even under the stress of combat. –p. 238

A professional is committed to the profession of arms—a commitment that must include the willingness to sacrifice personal interests, even risking life itself in the defense of the nation. It is this unrelenting commitment that sustains our leaders in times of trial, and it is this commitment that lends honor and dignity to personal achievement. –p. 301

Professionalism is the best measure that an Army can have to determine the success of that Army in peace, and most importantly, the success of that Army in battle. –p. 450

Professionalism and dedication energize our Army—a shining badge of honor. –pp. 105, 377

Readiness

As in the past, we must accept the apparent paradox that to maintain the peace, we must be visibly prepared for war. –p. 133

Forward-deployed, land-based forces are our strongest, most credible form of commitment. –p. 166

Readiness demands continuous improvements. –p. 29

Quality is not a luxury; it is a necessity for a nation like ours which must fight outnumbered and cannot expect to match our adversaries weapon for weapon, man for man. –p. 18

As the United States proceeds with negotiations to enhance its security, it must also ensure that U.S. forces are able to meet the threat as it exists, not as we would like it to be. Arms control agreements can be powerful complements to, but not substitutes for, a strong defense. –p. 108

Recruiting

The best recruiting tool we have is the soldier who returns to his hometown and relates positive, compelling stories of Army life to his friends and would-be volunteers. –p. 198

Reserve Components

We depend on our reserve components not just for potential but for current readiness. We will fight the first battle together. –p. 19

General Carl E. Vuono: 1987–1991

The National Guard has a special obligation to keep us in touch with our society, help us explain why and how we execute our constitutional charges, and how, indeed, we defend that document against all challenges. –p. 18

While we are celebrating the 200th year of our Constitution, our National Guard is in its 351st year of service to the nation. The militia defending the Massachusetts colony in 1636 is still on duty as the 101st Engineer Battalion, the 101st Field Artillery Battalion, 1st and 2d Battalion, 181st and 182d Infantry. And today, as they were in the very first years of our national existence, the imperatives of providing for the common defense and securing the blessings of liberty are the focus for the American profession of arms. –p. 16

The Total Force concept is deterrence in action. –p. 16

About half of the soldier-statesmen signers of the Constitution were members of their militias. –p. 16

Resources

Military forces, like athletes, need continuous training and nourishment. –p. 166

Clearly, there are resource implications for the modernization of conventional defenses. Effective, visible conventional forces are expensive investments, but they are also essential guarantees for future security. So the challenge is to establish priorities that will allow for continued enhancement of our conventional defenses even as resources are constrained. We will continue to face many tough choices in selecting and timing our modernization efforts. The best way to prioritize them is to examine what deters, and what wins, on the battlefield. –pp. 104, 21

The challenges of modernization are many. Technology continues to accelerate the pace of change so that the life span of a technological edge may be very short indeed. This often makes long lead times on development and procurement ineffective as well as inefficient. So we have to continue to explore the use of off-the-shelf items to meet our pressing requirements. –p. 29

The Army, as well as its sister services and other agencies of the government, will be obliged to ensure maximum value is extracted from each dollar in line with priorities that focus us on our essential requirements. Our priorities also reflect the need to maintain the appropriate relationship between readiness, sustainability, modernization, and force structure. –p. 109

Responsibility

By its very nature, the Army instills in our leaders a deep and abiding sense of responsibility. The entire chain of command must keep that all-embracing ethic at the forefront of our thought. Responsibility is an integral part of every leadership position in the Army and is a quality that we must continue to develop, foster, and support at all levels. We want leaders in the Army who personally practice the maxim made famous by President Harry Truman that “the buck stops here.” –p. 254

We are entrusted with the most precious commodity this nation has—its sons and daughters. –p. 140

We build on the past, we are responsible for the present, and we shape the future. –p. 6

Enter upon your inheritance, accept your responsibilities. –Winston Churchill, p. 262

Safety

Safety is an inherent aspect of every training standard and event—not as a competitor with good training but as a result of good training. –p. 21

Soldiers

Soldiers capture the essence of the American spirit: courageous in war, compassionate in peace, and committed to the defense of the nation. –p. 359

The high quality of the American soldier—a combination of intelligence, initiative, combat skill, tenacity, and physical toughness—has been a traditional source of victory in battle. –p. 405

Quality soldiers are a combat multiplier. Quality soldiers maximize the potential of modern equipment. –pp. 28, 19

No symbol of resolve is more persuasive than a U.S. soldier, well trained, well equipped, well supplied, well led, and determined to hold his ground. The soldier is the ultimate symbol of resolve of this great nation. –pp. 154, 156

The young soldiers and airmen in our units are our real "strategic weapon." –p. 18

A soldier is a man; he has rights; they must be made known to him and thereafter respected. He has ambition; it must be stirred. He has a belief in fair play; it must be honored. He has a need of comradeship; it must be supplied. He has imagination; it must be stimulated. He has a sense of personal dignity; it must be sustained. He has pride; it can be satisfied and made the bedrock of character once he is assured that he is playing a useful and respected role. He becomes loyal because loyalty has been given to him. –GEN George Marshall, p. 143

(*See also* Freedom)

Space

Space provides leverage for enhancing the warfighting capabilities of the unified commanders. The space perspective will contribute to the continuing evolution of our warfighting doctrine. –p. 66

The Army played a leading role when the nation first began its serious space exploration efforts. In January 1958, an Army booster placed in orbit Explorer I, the first American satellite. The Army's work on rockets and missiles provided the foundation for the current United States space program. –pp. 66, 411

Standards

Standards are the measures of excellence toward which you guide your efforts. Standards tell us much about leaders. Standards are important to the Army because we are truly in a dangerous profession. We prepare soldiers for battle. –p. 142

High standards, combined with an assessment of soldiers' performance, are a powerful means of developing teamwork and discipline in a unit from platoon through army. By consistently meeting high standards you reinforce the very special bond that exists between you and your soldiers. –p. 142

Your duty as a leader is to uphold standards. The first time your soldiers fail to meet standards, take corrective action. Do not sit back and wait; if you do nothing you allow a soldier to establish a lower standard for himself and for the organization. –p. 142

We measure soldiers not on the basis of gender, race, creed, or color, but rather on performance. We pride ourselves in the Army that regardless of gender, race, creed, or color, if you meet the standard, you make it in our Army. –pp. 143, 450

The Army is a wonderful place to serve as an NCO and officer because we have a standard for everything—dress, discipline, maintenance, and training. The only time we get in difficulty as leaders is when we do not know what the standard is or we do not enforce the standard. –CSM Bill Peters, pp. 97, 71

The standards for tomorrow's Army will be set by the leaders we train today. If you do not meet the standards, go back and do it again. Soldiers want to meet standards. –pp. 153, 69

Resources and lives are entrusted to you and me. Our adherence to standards of behavior is important in the proper use of those resources. At some point you are going to be challenged. Do not find yourself wanting, regardless of how minor that challenge might be. –p. 72

Support/Sustainment

Logisticians are truly the unsung heroes who have made a vital difference in battle—a difference that is measured in the lives of soldiers and the fate of nations. –p. 235

Sustainment is so much a factor in battle, from planning to execution, that it is best looked at from the perspective of a series of imperatives that apply the concept of sustainment to the dynamics of warfighting. These sustainment imperatives include *anticipation*,

integration, continuity, responsiveness, and improvisation. The science of logistics provides useful parameters of feasibility that allow our planners to concentrate on the "doable." The art of logistics allows us to expand the envelope of feasibility to its fullest extent and to both support execution and identify opportunity. –pp. 84, 85

Technology

You modernize to improve your warfighting capabilities against a threat, taking advantage of technology and what technology can do for you. –p. 47

The attraction of high technology will continue to be great, but the price tags can be equally high. The Army must therefore be sure it establishes priorities and exercises selectivity to meet its most pressing requirements at an affordable cost. –p. 109

Concepts drive requirements; requirements drive research and development. –p. 21

Training

Training is the cornerstone of combat readiness. –p. 53

When you have a well-trained outfit, good things happen that go far beyond training. You end up with soldiers ready for battle because they have confidence in themselves, confidence in each other, and confidence in their leaders. You can do anything with a well-trained organization. –p. 69

Training has to be exciting. It has to be challenging. Soldiers feel good after a tough training day when they know they accomplished something and they met a standard. –p. 29

Those who make training happen—planning, execution, and assessment—are the junior leaders, the sergeants, the lieutenants, and the captains. –p. 56

Our training produces excellence by fostering initiative, enthusiasm, and eagerness to learn. We encourage our best soldiers and leaders to stay in the force by stretching them to meet their potential intellectually and physically, thus building their competence and confidence and making them members of a quality Army. –p. 150

"Meaningful" connotes that the training addresses the correct tasks. Individual and collective tasks must derive from the unit's mission. Time must be focused on the critical training deficiencies. Individual and collective tasks must be linked. "Realistic" means that you impose strenuous conditions on the soldiers and the units. The most important one is "demanding." By that, I mean that training is done to standards; and it is here that the NCOs are most essential because they are the ones who must enforce performance to standards if the training is to be worthwhile. –p. 25

Units who are successful on rotations at the NTC are those units who have soldiers and leaders who stress fundamentals. –pp. 158–159

When fear kicks in, training takes over. –a young sergeant, wounded during DESERT STORM, p. 434

There is no substitute for good, tough, meaningful training in peace in saving lives in war. History shows a direct correlation between training in peace and victory in war. –pp. 161, 153

(*See also* Safety)

Training—Planning and Execution

Successful training is the product of detailed planning, not only because we need to use our resources efficiently, but because training is our business, our day-to-day work. It is the way we show soldiers our ability to organize things and execute. Every time the soldier stands around waiting because we do not have the ammunition or the key to the range, we do more than lose time. We lose motivation because the soldier is bored, and we lower his confidence in his leaders. –p. 25

Training must be exciting and meaningful—and in my experience, the best way to do that is to keep things simple. –p. 163

As leaders we have a responsibility to plan our training in sufficient detail. When I say plan training, I am not talking about a wave of a hand at some chart that looks good. I am talking about determining what

the mission of the organization is and what the critical tasks are associated with your accomplishing that mission and then planning out in detail how you are going to accomplish those. That involves not just the officers, but also the noncommissioned officers.

There is no differentiation between NCO and officer when it comes to training. Leaders are responsible for the execution of training—responsible for what I call pre-execution checks. You must make sure that, tactically, every minute of training is sound, that you have thought it through, that you have the right scenario, that you have the right piece of terrain over which to run your training, that you know the tactics, techniques, and procedures that you want to accomplish. Then you do what I call the administrative pre-execution checks to assure that everybody who is a leader is prepared properly to accomplish the training. Then you must work through all the minutia that causes training to be bad if you do not think it through ahead of time. Then you go out and execute that training and assess the training through an after-action review. –p. 69

Every day you will be faced with training distractions. Work through them, work around them, but dedicate yourself to training. –p. 128

Values

Values are society's bedrock, the foundation from which we draw strength in our way of life. They make up the moral, ethical, and professional ingredients of our character. –p. 142

Honor is the formative and controlling power of the American Army of the future—regular, militia and volunteer. –Elihu Root, pp. 164–165

History teaches us that the values of dedication, proficiency, integrity, courage, and selfless service never lose their importance and that they are essential for the developing leader of any age to meet the challenges of the future. –p. 22

Vision and the Future

The Army, in order to sustain the momentum, must project itself out into the future, must have vision of where it wants to go. Perceive clearly the Army of today and project the image of the Army of the future. Making reality of a shared vision is our duty to the nation, to the Army and its soldiers, and it is a legacy we will be able to look back on with pride. –pp. 3, 22

Understand the Army's vision of the future and translate that vision into terms that are relevant to you and your organizations. Lay out where you want to take your organizations and, with your subordinates, set goals and objectives that will get you there. Institutionalize your vision and extend it well beyond your tenure, assuring both continuity and disciplined change. –p. 242

Our duty to *shape the Army of the future* is just as important as maintaining today's readiness, and it needs even more the guiding focus of a vision. –p. 22

We build on the past because much great work has gone before us. This is not solely a matter of history or tradition, although both hold much of value; this is, rather, the recognition that men of reason, skill, and integrity have been the architects of our Army. –p. 19

It is the responsibility of every person to be a part of their mission and to be a shaper of the future. –p. 15

The World and the United States

U.S. interests around the globe have inextricably entangled this nation in world affairs. Because of its geographic and political position in the world, the United States must rely on a coalition strategy, working in cooperation with allies and other friendly nations to protect mutual interests. –pp. 413, 406

The cornerstone of our strategy for over 40 years has been alliances, whether in Europe, the Pacific, or elsewhere. Just as people mature, so do alliances. Our alliances have matured over the past 40 years. They have stood us in pretty good stead. –p. 161

As the United States confronts a truly revolutionary era, the nation must have the courage to see the world as it really is: a world abundant with opportunities, but also one beset by challenges; a world in which conflict remains a way of life for many nations. –p. 422

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Never give up. –p. 316

General Gordon R. Sullivan

United States Army Chief of Staff
June 1991–June 1995

General Gordon R. Sullivan served as the thirty-second Chief of Staff, United States Army from 1991–1995. All the quotations in this chapter are from his collected works, entitled *Gordon R. Sullivan: The Collected Works 1991–1995*.

Subjects

General Gordon R. Sullivan: 1991–1995

The Army

The essence of the Army is etched on the granite of countless monuments across the land to our country's soldiers—solemn, majestic testimonials to over 216 years of faithful, selfless service. The history of our Army is a history of sacrifice and service to nation. –pp. 33, 121

Today's Army is the product of years of dedication, thought, planning, and just plain hard work. We are an Army built on a solid foundation. We have a history of which we can all be proud. Our responsibility now is to maintain the momentum that has brought us to this point. –p. 97

A strong army, one that is credible and viable, must have substance—physical, intellectual, and moral substance. Physical substance for an army means that you must have enough of it, and whatever you have must be trained and ready, and modernized. But physical substance, although a necessary condition, is not enough. To be seen as substantive and credible an army must possess institutional and intellectual substance, the ability to train, educate, think, and write—write doctrine. And all of it must be grounded on a firm foundation of values: "Duty, Honor, Country," selfless service to nation. –pp. 368–369

The Army—Building

The warfighting edge we have now and must maintain comes from a proper balance of six fundamental imperatives: the combined effect of quality people; trained to razor sharpness; outfitted with modern equipment; led by tough, competent leaders; structured into an appropriate mix of forces; and employed according to up-to-date doctrine. –p. 89

The key to attaining the vision of the future Army is clear: we must maintain momentum while accommodating change. Our task is to preserve the essence of the great Army we have today while adapting to our changing environment. This requires balancing continuity and change, a real challenge. This is not new, however; throughout its long history, the Army has almost continually evolved to align itself with national priorities. –p. 65

The United States Army enters the post–Cold War era highly confident of its capabilities to maintain a trained and ready force. The future is uncertain but we believe that we can respond effectively and efficiently when necessary as we have in the past. The key for us will be deciding what to retain and what to replace. The balance, or tension, between continuity and change will keep us agile as an institution, and sharpen our edge to meet future challenges. –p. 161

There is a fundamental need for balance in the force—a balance that brings synergism that delivers victory. It is essential to our vision that all components of the Total Army be in proper balance and that they be trained and ready. Balance gives us synergy, pace maintains our cohesion, and affordability gives us decisive power projection capabilities. –pp. 32, 129

The Army—Missions

Military forces do not exist for themselves; they are instruments, and like other instruments, our success is measured by our ability to fulfill our purpose. You all know that a hammer's purpose is to drive and remove nails. Of course, a hammer can do many other things. Our purpose is to fight and win the nation's wars, to protect and defend. Like a hammer, we are capable of doing other things. In the 218 years the Army has been around, we've done a lot of things. We mapped the United States; we explored the frontier; we built the ports; the locks and dams. You name it; the Army has done it. –p. 151

America's Army is learning to involve itself around the world in four ways. We can *compel*, we can *deter*, we can *reassure*, and we can *support*. When our national interests or the interests of an ally or a friend are threatened, we can *compel* the aggressor in the way that we compelled Saddam Hussein to leave Kuwait. We can *deter* an aggressor in the way that we helped deter the North Koreans. We can provide *reassurance* to our allies and would-be friends. For example, last year we had a bilateral peacekeeping exercise with the Russians—U.S. and Russian soldiers, training together in Russia. That is a perfect example of how America's Army is reaching out to its former adversaries to attempt to sustain a degree of stability in this troubled world. Finally, the fourth way that America's Army participates globally is by providing *support* such as the humanitarian support that we provided in Central Africa. –p. 341

The Army and the Nation

Armies remain important to a great power like America because they represent the nation's ultimate commitment as they compel, deter, reassure, and support. The nation cannot fight successfully without the United States Army: when you want decisive and enduring victory—you call upon the United States Army. –pp. 368, 122

As an Army of a Republic, we are simply partners in the defense of our nation. The nation must support us so that we can keep America's Army what it is and realize *what it can be*. The defense of the United States of America is a shared responsibility—shared by us in uniform who take an oath to protect it with our lives. It is shared by the civilians who support us, our families, corporate America, and our elected and appointed officials. –p. 376

This is America's Army. It is filled with great soldiers with lots of enthusiasm and energy. We must harness that energy and spirit and shape an Army that is ready for the challenges of today and the opportunities of the next century. Each year, the armed forces bring in almost 250,000 people, a fifth of our entire force. This turnover refreshes our links to the American people, and ensures that when they look in our faces, they see brothers, sisters, sons, daughters, husbands, and wives. They see themselves. They see America. –pp. 45, 247–248

The history of our Army is in many ways the history of our nation. As an institution we draw strength from the knowledge that we have served the nation since before its founding. And as individual soldiers we draw strength from the loyalty, courage, and heroism of our predecessors. –p. 266

The Army is not the instrument of national power that will take the lead in organizing or supporting the formation of democratic institutions. But the Army does have unique capabilities that our nation has historically called upon to support the development of other nations. Military force can provide security, but inherent in our fighting force are also the capabilities to provide medical treatment, to construct roads, buildings, and ports, and to deliver a variety of supplies, to name but a few. Perhaps most important is the Army's ability to deploy a command, control, and communication structure in support of civilian agencies more directly involved with the local national government. nation-building is not an Army issue, but the Army must be, and is, prepared to support those agencies of the government which are directly concerned with that task. –p. 389

(***See also*** **Peacekeeping; Victory)**

Band—Army

To the band my special thanks. You stir our hearts. –p. 27

Change

By virtually any quantitative measure, change is more widespread today than at any time in history. Secondly, the pace of change and its *cumulative momentum* is simply faster than ever before. Finally, while change today may be no more profound than in some instances in the past, it is immeasurably more complex. When one steps back and considers all the changes ongoing today, it is easy to wonder where it will all end. Dwight Eisenhower said: "Change based on principle is progress. Constant change without principle is chaos." What are the principles—the essence of our Army—on which today's change must be based? Our traditions and the values they represent are foremost. They are our link to the past and our guide to the future. While the circumstances around us may change—they will always change—the fundamentals remain the same. –pp. 409, 20, 366

Finding opportunity in change entails imagination and perspective—the ability to see what can be, rather than what is. Of all the armies in the world, we are in the best position to use change to our advantage. We have the wherewithal as a nation—the scientific and technological base—and we have the intellectual capacity and the vision to leverage the opportunity presented by change. Make change our ally. We *can* manage change; we *can lead* change. –pp. 412, 411, 340, 261

Each period of our national history has had its special challenges. –Harry Truman, p. 385

Change is the law of life. And those that only look to the past or present are certain to miss the future. –John F. Kennedy, p. 408

General Gordon R. Sullivan: 1991–1995

Character

Do the right thing because it is the right thing to do. Live with honor. Let integrity be your hallmark. If your soldiers see you lie or "fudge the truth," then they will assume that it is all right to lie to you, too. Remember the movie, *An Officer and a Gentleman*. In that movie, we have the case of a drill sergeant working with a very selfish flight cadet who wanted everything for himself, nothing for the good of the organization. Finally, the drill sergeant in exasperation jerks him up by the shirt, looks him in the eye, says, "Now, look here son, around here we're not talking about flying airplanes, around here we're talking about character." –pp. 56, 253–254, 16

"Duty, Honor, Country" represents strength of character, and we need officers who encompass the values of integrity and selfless service, and the professional core qualities of the Army—commitment, competence, compassion, courage, and candor. Candor! Use and rely on these values as your guide. They will link you to the United States of America and to the American people. –p. 365

Technology helps but make no mistake about it. I don't care whether you're in a ship, a plane, a helicopter, a tank, or running onto a beach off a landing craft in the middle of the night, it takes men and women of character. –p. 224

Grant's characteristics—"tenacity of purpose, originality, and ingenuity"—are my guides. He is an inspiring model to all of us as we strive to prepare America's Army for the challenges of the 21st century. –p. 246

(*See also* The Human Dimension)

Cohesion and Teamwork

Teamwork: each of you, me, the Army, all of us—America's Army is America's Team. Be a part of the team—a team player on a winning team. Think of the team first and "me" second. The team can do great things together—it is greater than the sum of its parts. –pp. 133, 139

During the Gulf War, one of the hundreds of thousands of soldiers [General Frederick] Franks has touched said to him before the attack into Iraq, "Don't worry, General. We trust you." What greater thing could a soldier say to a leader. –p. 345

When asked if he might have given [GEN Ulysses] Grant too much power, President Lincoln replied, "*Do you hire a man to do your work and then do it yourself?"* President Lincoln took great interest in military affairs. He approved of Grant's overall plan to put pressure on the Confederates on multiple fronts, saying to Grant, "*Those not skinning can hold a leg."* –p. 243

Reflect on the bond between soldiers, with these words from one warrior to his soldiers before battle—Henry V before Agincourt: "From this day to the ending of the world, we in it shall be remembered—we few, we happy few, we band of brothers, for he today that sheds his blood with me shall be my brother." –p. 22 [Shakespeare, *Henry V*, Act IV, Scene iii]

General Grant: This faith gave you victory at Shiloh and Vicksburg. Also, when you have completed your best preparations, you go into battle without hesitation as at Chattanooga—no doubts, no reserve; and, I tell you that it was this that made us act with confidence. I knew wherever I was that you thought of me and if I got in a tight place you would come, if alive. –GEN William Sherman, letter to GEN Ulysses Grant, near Memphis, 1864, preface (p. iv)

Combat and Combat Leadership

In 1965, [LTC, then LTG] Hal Moore, commander of the 1-7 Cavalry, 1st Cavalry Division, fought the battle of Ia Drang in Vietnam. In his after-action report, he described how he disciplined his control of the battle. He wrote that he kept asking himself three questions: What's happening? What's not happening? How can I influence the action? Answering the first two questions teaches—instructs. Answering all three questions strengthens. He also observed in his after-action report that the commander must maintain a broad perspective during combat. "Periodically, throughout a battle, the commander must mentally detach himself from the action and objectively think—what is not being done which should be done to influence the situation, and what is being done which should not." The commander is attempting to harness his own mental energy and focus both the mental and physical energy of his command toward a common end. –pp. 50, 45, 34, 163

Mental agility is an acquired skill. The starting point is mastery of the basics of warfighting. When basics such as the estimate and orders processes, fire control, and battle drills become second nature, commanders and units have a firm foundation on which to improvise. Agility begins in the planning process. The best plans will accommodate changes that are likely to be required once the operation begins. An important aspect of mental agility is recognizing when a plan has outlived its utility and requires modification. This usually occurs not long after contact is made with the enemy. [Gen] George C. Marshall recognized the importance of training leaders to be capable of dealing with the unexpected, imperfect conditions of combat. "The veteran knows that this is normal and his mental processes are not paralyzed by it. He knows that he must carry on in spite of seemingly insurmountable difficulties and regardless of the fact that the tools with which he has to work may be imperfect and worn." The key is that we develop in ourselves and our subordinates the ability in the face of uncertainty to recognize acceptable risks and take them. We can do this by rewarding initiative and innovation in our schools, in garrison, and in the field. –pp. 166, 167

Modern battles are fought by platoon leaders. The carefully prepared plans of higher commanders can do no more than project you to the line of departure at the proper time and place, in proper formation, and start you off in the right direction. –GEN George Marshal, p. 253

Part of the problem with synchronizing combined arms is that the modern battlefield is changing in a number of variables—speed, space and time. We can conceptualize the battlefield as a geometric figure that is expanding rapidly. Thanks to advanced technology, combat operations today take place in larger areas (greater width, depth, and altitude), more rapidly, and more continuously than ever before in the history of warfare. The commander must control his area of operations in all three of these dimensions. The ability to synchronize all forms of combat power lies at the heart of our effectiveness on the battlefield. –pp. 163, 69

Characteristics of warfare in the post–industrial era include:

-Increased precision. Technology today permits us to fight with a great advantage. Our approach is: "I know where I am. I know where you are and where you are not, and I'm coming after you on my terms." Both weapons and command and control systems are more precise. Today we can see and hit whatever we see. Improved command-control-communications-intelligence systems will permit us to reduce the force. We can tighten our decision cycle relative to the enemy's: we can respond to stimuli faster than he can. We can be more efficient than he is.

-A second characteristic of this new era is expanded dimensions of the battlefield. Today we deal with areas of greater width and depth while adding the dimension of altitude—to include the use of outer space. As these dimensions increase, so does the complexity of every battlefield function.

-Third, the battlefield features increased speed and tempo. In the desert [DESERT STORM] last year we had corps cover 250 km in 100 hours, fighting day and night in all weather.

These factors—increased precision, dimensions, and speed—make the battlefield of today fundamentally different than in the industrial period. –p. 25

(*See also* Leadership; War)

Courage

Heroism is not measured only by bravery in battle. Heroism is measured as well by a willingness to serve, is realized in the striving, and is proven by the risk of being in harm's way when you are most vulnerable. During your careers you will be called upon to summon every bit of moral and physical courage you possess. These are challenging times for us all. –pp. 38, 55

In October 1944, the 1st Battalion, 141st Infantry, was cut off in the hills near Bruyeres in France. In desperation, the 36th Division commander committed the 442d [Regiment from Hawaii] to rescue the "Lost Battalion." In bitter fighting under murderous fire of an enemy that had been told to hold to the last man, you fought up the hills and ridge lines knowing that other Americans were holding on against incredible odds. After three days, you broke through. Your casualties were terrible. You lost more than were liberated. Your actions have become legendary. Why did you do this? Why did you fight with such tenacity and valor—so selflessly? That you did is part of the essence of our Army. It is part of our heritage. Your valor embellishes our history. As Senator [Daniel]

Inouye said, "America's Army is stronger because of you." We are stronger because of you. –address to the 50th Reunion of the 442d Regiment, pp. 141–142

[General George] Marshall epitomized the attributes of character required of all officers. He persevered—he was a lieutenant for 15 years. He learned that some days are better than others. He stuck with his profession. He had the courage to disagree with superiors, to stand up for his beliefs. In 1917, during a visit of training in France, General Pershing was dissatisfied and let the division commander know it in very clear terms. Marshall, a junior staff officer, witnessed the event and thought Pershing's appraisal was unfair. As Pershing was leaving, Marshall caught up to him and in a flurry of facts refuted the General's assessment. Pershing later made Marshall his aide. The lesson: disagreement is not disrespect. Have the courage to stand up for your convictions. –p. 52

We know of the courage of these brave NCOs [Medal of Honor recipients MSG Gary Gordon and SFC Randall Shughart]. These soldiers volunteered to rescue their wounded comrades. They saw their buddies in trouble, then with courage and sacrifice, they acted. That is selfless service, or as was said earlier, "there's something about a soldier when they see one of their own in trouble." –p. 263

Determination and Perseverance

During World War I, Lawrence [of Arabia] led a small force of Arab volunteers across the desert to attack a Turkish fort. The force marched at night and rested during the daytime. One morning they discovered that one of their force was missing. Lawrence asked for volunteers to go back to search for the man. All the men refused, saying, "It is useless. It is written. He is lost." Lawrence alone went back for the man and returned with him at dusk, half dragging, half carrying the Arab soldier. There was much joy in the camp, but Lawrence cut the cheering short. He said to them, "I asked for volunteers to find this man, but you replied, 'It is written. He is lost.' I tell you it is *not* written. *WE* WRITE." Well, today *we* write. *We* will keep our Army trained and ready, capable of decisive victory. –p. 27

I tell new commanders that they are serving one grade beyond their experience level and they must learn. They must set their course and stay their course. Here's what one brigade commander, relating his first contact, said to me about that learning experience. "As we approached the brow of the hill from which it was expected we could see the enemy's camp, and possibly find his men ready formed to meet us, my heart kept getting higher and higher until it felt to me as though it was in my throat. I would have given anything to be back in Illinois, but I had not the moral courage to halt and consider what to do; I kept right on. The place where the enemy had been encamped a few days before was still there, but the troops were gone. My heart resumed its place. It occurred to me at once that the enemy had been as much afraid of me as I had been of him. From that event to the close of the war, I never experienced trepidation upon confronting an enemy. I never forgot that he had as much reason to fear my forces as I had his. The lesson was valuable." That Brigade Commander wasn't out at the National Training Center. He wasn't in Panama or Germany—it was Ulysses S. Grant, then Colonel of the 21st Illinois Regiment of volunteers. He spoke to me, through his memoirs. Telling me to persevere. –p. 37

Diversity

Our armed forces have always been the mirror of America. The heritage of America's military rings with the gallantry of people from many ethnic groups, many regions, and many walks of life. It was that way right from the start. Diversity is woven through the fabric of America. Diversity in defense is important. We want it, and we need it. –pp. 248, 249

Countries torn by internal wars see Americans of many hues serving in harmony, a great example of diversity that says to them, "We can work together." And it all starts with dignity and respect for each person. It is a force multiplier, a strength. –p. 249

(*See also* Respect)

Doctrine

Doctrine is our collective wisdom about the conduct of war—the set of principles the Army uses to guide its actions in support of national objectives. Doctrine is not so much about *what* to think, but rather it is *how* we think about war. Doctrine provides a common framework, a common cultural perspective within which soldiers think about and debate the issues of their profession. Doctrine also must accommodate the

changing environment. As the last several years have shown, we can expect to operate across the entire continuum of military operations anywhere in the world—from fighting forest fires to fighting a heavily armed enemy, from building roads to assisting refugees, from conducting counterdrug operations to conducting counterinsurgencies. Our doctrine must take into account this breadth of operations. –pp. 342, 91, 357, 93

The Army's doctrine is the starting point for all our operations. In a particular situation, the Army commander applies doctrine to bring his elements into harmony. Army doctrine must be flexible enough to enable the commander to improvise to meet the requirements of the specific case. Doctrine unifies the disparate elements of the Army toward a common, effective result—decisive victory. –p. 92

Doctrine provides the framework for institutional changes within the Army—changes to the structure of our organizations, to training and leader development programs, and to the equipment we develop and procure. In short, revised doctrine is the catalyst for change across the Army. As we evolve our doctrine, we will make every effort to incorporate the right lessons of our recent significant operations so that we are preparing for the next war, not the last one. Our doctrine will evolve to focus more on joint and combined operations, as inter-service cooperation will remain essential for success in modern combat and inter-nation coordination will be more likely in the new security environment. In the world in which we live, doctrine must facilitate military response to crisis. It must provide a framework for evaluating the military requirements of the situation, planning appropriate actions, tailoring the forces for the mission, and executing the plan. –pp. 91, 85

Organization theory provides some insights into the role of doctrine. All organizations attempt to reduce uncertainty and complexity. This is done by establishing standard operating procedures (SOPs), a concept that the Army applies at all levels. These accepted ways of doing business unify the organization so that various subordinates can work together effectively when performing routine functions. Uncertainty and complexity are reduced because the organization has a guide for conducting its business. Doctrine shows how the parts of the Army fit together to contribute to our basic function—warfighting. In this way, doctrine might be considered the Army's highest-level, most general SOP. –pp. 91–92

Families

People are the Army, yesterday, today, and tomorrow. In every decision I make as Chief of Staff, I give the greatest possible weight to how that choice might affect the men and women who compose our great Army. Our Army family always has a seat at the table. –p. 279

Pride in service, pride in self, are not confined to us in uniform. As Lorrie Durant and I were walking at Andrews Air Force Base behind her husband's stretcher, I told her that she was a source of strength to me personally and, I felt, to the American people because of the way she had supported her husband. She looked at me and then she looked at him on that stretcher, and she said, "I love him. He loves what he does. I have no other choice but to be strong." That was a soldier's answer. –pp. 362, 374

My wife, Gay is a great soldier! There is simply no higher praise I can offer. She and our three children have sustained me and made it possible for me to do whatever I may have done. Without their love and support, I doubt that any of this would have been possible. –p. 375

Freedom

The triumph of the United States and our allies is the triumph of a simple set of concepts—liberty, rule of law, respect for the individual—treating all our people—all races, all genders—with dignity and respect. We won—and are winning—because the ideas—the foundations—of our way of life are better than anything else devised by man. The thing that motivates us to persevere and patiently confront aggressive designs at every turn is an abiding faith in our ideas of liberty and democracy. –p. 123

The ideas of freedom and the dignity of the individual are being recognized as legitimate and powerful forces that a nation's leaders must address. Control is a temporary state—success is a democratic nation. –pp. 82, 234

Future

We began a process of transformation: to move from a Cold-War Army to a power-projection Army and beyond to an Information Age force capable of unprecedented organizational and individual versatility. This transformation is a process of thinking, of experimenting and learning, and of talking. It is a process of growing. –pp. 338–339

What is important is to position yourself for the world as it is—not as it was. What we needed was *a different Army; a better Army*—an Army for today and for tomorrow; an Army capable of growing in size when the need returns. It is up to us to write the next chapter in the history of America's Army. –pp. 339, 226

In the wake of the victories of Operations JUST CAUSE, DESERT SHIELD, and DESERT STORM, the world is changing dramatically. No one could have predicted the scope and pace of change over the last two years. In hindsight, it is clear this change has three dimensions: changes in the international environment, from bipolarity to multipolarity; changes in the nature of warfare, based on the precision of post–industrialism; changes on the American domestic scene that have shifted money from defense to other priorities. –p. 51

History

In history, our method is to link events together to discern trends. Here we can sense the sweep of human events—the broad reach of generations through time. We have the ability to connect with the rest of humanity across time and space through the use of history. –pp. 35, 37

Because man can react, choose, and to some degree control his environment, we look to history to instruct us. I look to history for insights and, yes, for strength. Most of all, history gives us strength to face the challenges of our own times. History teaches us to act, and strengthens us in our decisions. Be men and women of action. Use your best judgment, then move out. –pp. 34, 226, 37

As Washington, himself a student and maker of history, said, "We ought not to look back unless it is to derive useful lessons from past errors, and for the purpose of profiting by dear bought experience." We've had some of those dear-bought experiences in the last 40 years. In one case, four plus decades of perseverance, conflict in far corners of the globe, and steadfast support by the American people, succeeding Congresses and Administrations brought down the Berlin Wall. –p. 46

The Human Dimension

Retaining quality people in the force is first priority in order to maintain the edge. The physical and mental demands on our soldiers generated by the nature of modern warfare will only grow. Soldiers are being asked to employ increasingly complex weapon systems in highly dynamic, fast-paced operations requiring the integration of every element of combat power. Such operations will demand much of the machines and the soldiers that use them. Soldierly qualities embodied in the word *character* will be required, wedded with technical and tactical competence. –p. 84

In order to retain quality people you have to give them the opportunity to grow—intellectual exercise is necessary for growth. We must have the ability to educate our soldiers in military and civilian skills. –p. 149

The Information Age

What is this Information Age? It is a time when knowledge, in every field of science, is expanding exponentially. It is a time when the technology of sharing information allows data to be transferred around the world in seconds. It is an age in which the conduct of warfare will change in all its dimensions. –p. 252

Knowledge truly is power. We're harnessing information today to secure America's future. Information shared, real-time, is combat power—strength. Our goal is to use the power of information to leverage the power of our people to change how we develop and sustain the Army and to enhance the effectiveness of the Army. The high ground is information. –pp. 118, 324, 412, 319

In the Information Age, winning the information war—whatever the mission may be—is the key to decisive victory. Knowing where the enemy is and where he is not. Real-time situational awareness, around-the-clock in any weather. Getting inside—and

staying inside—the enemy's decision cycle to deny him the initiative. We have to think about these objectives—particularly winning the information war—in terms of conventional combat operations and peacekeeping operations. If we can win the information war, we can seize and maintain the initiative. –p. 144

(*See also* Technology)

Leadership

Your relationship with your soldiers will motivate and sustain you. You will learn from them. You will be inspired by them. You are entering an Army that is the best in the world because it has the best soldiers and the best leaders in the world. –p. 254

Your career will be an exciting and demanding adventure. The things you are about to do, the places you will see, will be a part of your life forever, just as everything you do will become a part of the fabric of our Army. Be a caring leader. Love your soldiers. They depend on you. You represent the Army leadership to them. Cherish them, guide them, lead them, and protect them. Be there when it counts. –p. 55

People come into this world with varying degrees of talent, but few achieve much without a great deal of diligent effort. It is an old truism that you cannot get something for nothing. This is especially true in trying to develop a versatile intellect. It doesn't "just happen." The first step in becoming a leader in any walk of life is easy to say but not easy to do—become an expert. In professional life, knowledge is power, and the capacity to gather, interpret, organize, and use available information is one of the major features distinguishing the versatile leader from the time-server. Good leaders, real artists, are experts. They know the fundamentals of their craft. It is through mastering skills that you will develop the self-confidence, assurance, and competence that are hallmarks of great leaders. –pp. 380, 138

As a leader, you must tell people what you value. Then you must tell them what you expect of them—what you expect in general terms and what you expect of them and your organization in specific terms. Lastly, you must participate in the execution of your mission so that you can determine clearly what is going on—so that you can influence the action. You can be sure you won't know everything there is to know about a situation. But, if you know your people, their strengths and weaknesses, understand your task, have created a loyal and competent team, you have the foundation upon which you can rely when it comes time to respond. –pp. 138, 139

We must develop shared expectations within units. This is important both in our combat plans and in execution. It takes time to build shared expectations; therefore, much of what I offer here is work for home station. When plans and actions within the unit are readily understood and even anticipated, the result will be increased ability to deal with the unexpected on the battlefield. In essence, what we must do is remove some of the uncertainty facing commanders on the complex battlefield. We do this by relying on standard operating procedures (SOPs) and drills. Operations within the unit must become second nature so that we can focus more on the variables over which we have little control (for example, the enemy, the terrain, and the weather).

The first key to common expectations in plans and orders is a clear, concise intent. This is the commander's vision of what the end state of the operation is to be and why the operation is being conducted. The sooner this intent is known by all, the sooner the unit begins to move toward a common goal. Timeliness is important, but in this area, haste can be hazardous. A commander must take the time to reflect and think to formulate an intent that is germane to the task at hand.

A clear commander's intent empowers subordinates to take independent actions toward the unit's objective. This is especially important when in the course of the battle fleeting opportunities occur that can be seized with decisive effect if subordinates demonstrate appropriate initiative. Our subordinates are capable of such action if they understand what is appropriate; that is, what contributes to attaining the objective. The commander's intent tells them.

The second way to build shared expectations in plans and orders is to keep them simple. We can defeat ourselves before the battle even begins if our plans are too complex, requiring multiple intricate steps and flawless timing. Simple plans are relatively easy to communicate and more readily understood when received, especially when stress and fatigue are present. Simplicity contributes directly to synchronization. Do not confuse simplicity with absence of detail. Simple plans must address the

details of the operation and are rarely simple to produce, requiring intimate understanding of the enemy, thorough wargaming, careful coordination, and timely warning orders. The skill to produce simple, synchronized orders quickly requires constant practice of the decision process by commanders and staff officers under conditions of constrained time.

Third, we can promote shared expectations within units by using our approved common legacy—our doctrine. –pp. 164–165

(*See also* Combat and Combat Leadership)

Leadership Climate

In the zero-defects climate, control is the focus. Mistakes and errors still happen, but they become causes for negative sanctions: threats, reliefs, or even courts-martial. The inevitable result is that junior leaders stick to the strict letter of orders and dare not show any individual initiative. Some may be tempted to cover up or "color" bad news to protect themselves. A zero-defects climate creates a brittle unit, a one-person show in which the energy of the unit is focused on pleasing the leader or at least avoiding his or her wrath, rather than on accomplishing the organizational mission. Subordinates raised in such an environment tend to perpetuate it when they take over their own units. This method works poorly in the chaos and friction of battle. "Zero defects" has many negative consequences. Not only does it make the Army, as an institution, very risk averse, it also creates an environment where ethics are easily compromised. Ethical behavior and a climate of innovation and risk-taking start with each one of us. –pp. 322, 201

Leadership Development

Growing great leaders results from the three pillars of Leader Development: institutional training, operational assignments, and self-development. All three are important, but most of us would agree that what we learn from role models and experience in our operational assignments, especially in positions of responsibility, proves very important in forming us as Army leaders. –p. 321

Great leaders produce great subordinates, who, in turn, become great leaders in their own time. Your legacy will be the men and women you touch. We will all be judged by our successes and our successors' successes. We will be judged by how well they fight, and whether in fact they protect and defend this Republic. The single most important contribution we make is in developing our subordinates. Our enduring legacy to the Army and the nation is the training of tomorrow's leaders. –pp. 321, 363, 71

Competent, confident leaders were a key ingredient in the triumph of Operation DESERT STORM. Leader development is an investment in the future. We will continue with our leader development programs to provide the proficient, professional officers and noncommissioned officers needed to lead the Army today and into the 21st century. The hallmark of the U.S. Army has been its ability to expand in times of crisis, most notably for World War II. The key to this ability was a core of leaders who were broad-based and totally proficient in their profession. These leaders were able to take on increased responsibilities quickly and successfully, often at levels two or three grades above their original ranks, when the Army expanded. We will preserve this capability through an extensive, well-designed, and implemented leader development program. –p. 85

Louisiana Maneuvers

In a very different world, [General George] Marshall used Louisiana Maneuvers to focus the Army: to shake out emerging doctrine, to experiment with organizational design, to train the mobilizing force, to provide insights on material requirements, and to develop leaders. One of the primary reasons we have implemented a new LAM is best illustrated by the remarks of General George C. Marshall, who noted, "In the past we have jeopardized our future, penalized our leaders and sacrificed our men by training untrained troops on the battlefield." The goal of our current program is much the same as that of General Marshall's—to keep our soldiers trained and ready, today and tomorrow, and to avoid the unnecessary loss of our most precious resource—the soldier. [General Marshall] talked with one senator who objected to the money that was being spent on maneuvers. The senator was particularly upset because the troops had made numerous mistakes, and he asked why maneuvers were held with so many errors. The Chief of Staff replied, "My God, Senator, that's the reason we do it. I want the mistake down in Louisiana, not

over in Europe, and the only way to do this thing is to *try it out*, and if it doesn't work, find out what we need to *make it work*." –pp. 104, 147, 422

Louisiana Maneuvers is a focal point for changing the Army. It gives us a common goal as we move toward the future. It provides an assessment of progress toward the vision of a trained and ready force, serving America at home and abroad, capable of decisive victory. It allows us to test the effects of our doctrine, organization, training, material requirements, and leader development and make necessary changes—mid-course corrections so to speak—before the changes become so institutionalized that we can't discover or undo the changes until after failure or lives lost in combat reveal the weakness. Louisiana Maneuvers is about continuity, change, and growth—a demonstration of our capabilities—a way for us to focus our thinking, to help us investigate possibilities and prepare for the future. –pp. 44, 144

(*See also* Training)

Mentoring

Along with a strong grasp of the nuts and bolts of one's chosen profession, it also helps to learn everything you can from those who have already been there. In the Army, we often discuss this under the concept of mentorship, the idea that a more experienced soldier should share the fruit of experiences with younger professionals. –p. 381

(*See also* Leadership Development)

Modernization

Our modernization objectives: win the Information War; project and sustain combat power; protect the force; execute precision strikes; dominate maneuver. Modernization allows us to retain the technological edge that contributes to overmatching our opponents. We will concentrate on technology that offers improvements in our forces' critical warfighting capabilities. The technology we pursue must help us to see, move, shoot, and communicate better. It must give us real, improved battlefield capabilities. In an era of limited resources, we will focus our effort on key technologies that provide a high payoff in combat capabilities. Effective modernization requires a marriage of technology with force structure, doctrine, and people. –pp. 135, 85, 183

The smaller you get the more modern you must become to overcome your size differential. –p. 76

NCOs

I cannot overstate the impact of the Sergeants Major Academy, and the NCOE System on leadership in our Army. The health of the Army is directly related to and influenced by the health of the NCO Corps. NCO leadership has sustained the institution, made it grow and flourish. –p. 109

As I prepare to retire from active duty after nearly 36 years of service, I want to address the following thoughts—and my gratitude—to you, the noncommissioned officers of America's Army. Your dedicated professionalism has made America's Army the best in the world. During the past 4 years, I have traveled to over 40 countries and, no matter where I have been, what has most distinguished America's Army is the quality of our noncommissioned officers. Wherever I go, I am asked, "How can we develop an NCO Corps like yours?" I am so very proud to have served with you. –pp. 444–445

OOAH!

"Ooah!" We have all heard it. We have all said it. For America's Army today, "Ooah!" is more than just a word. It summarizes what we are doing, and why we do it. This word is important. Many of you have heard me say that I do not know exactly how to spell "Ooah!" and I have received lots of information about how this term may have originated. The 2d Cavalry Regiment says it arose in the 1840s during campaigns in south Florida, and spell it "Hough!" In the 3d Armored Cavalry, the word is "Aieeyah!" The Rangers claim "Hooah!" as one of their war cries. What is important about "Ooah!" involves the thought behind this expression. It means that we have kept our fighting edge, that we believe in ourselves and in the spirit that brings victory in battle. HOOAH—that sound of confidence, of pride, of determination. –pp. 313, 314, 267

Patriotism

As we face an era of great change, there are some things that must endure. One hundred twenty-five years from now, we want the words penned on the occasion of the 125th anniversary of the Union League to still ring true: "Our Union has held together. The Republic is secure. Love of country still leads." –p. 14

Peacekeeping

The tension between the moral and the practical is evident today. Citizens of the United States and many other nations are shocked by the starvation, murder, and mayhem in various parts of the world. There is not an easy solution to be found. We cannot ignore the potential to deploy the Army to achieve humanitarian goals, but we cannot also ignore the reality that such a use of force may not be peaceful in the sense that we would like it to be. Support of humanitarian goals is part of our past, our present, and undoubtedly our future. The prospect for the future is that we will continue to be presented with hard choices, since we cannot do it all. –pp. 388–389

We hoped for a peace dividend. We ended up with a mailbox full of unexpected, unwanted bills—Somalia, Bosnia, more trouble with Iraq. Secretary of Defense [Les] Aspin said it best: "The new world order seems to be long on new and short on order." The demands of peace are not cheap. We have spent over $300 million so far in Somalia. The costs of defense are not only measured in dollars, but in blood. –pp. 217, 234, 131

(*See also* The Army and The Nation)

Power

We employ force to establish control. Control simply means the imposition of order to facilitate the return to functional civil society. We do not establish control to establish control; we do it to facilitate the strategic, political aim. –pp. 230, 231

With change and uncertainty come instability and the potential for violence, conflict, and war. It seems apparent that threats to the security interests of the United States will result from the multitude of global changes now at work. What remains in question is this: where, when, and under what conditions will those threats emerge? If we wait until all the questions are answered, we would surrender the strategic initiative and find ourselves in the proverbial position of being "a day late and a dollar short." That's why you see forces from all around the world performing peacekeeping missions. That's why the United States has had forces in the Sinai for over ten years. Contrary to those who believed we would see a decline in the utility of military force, in the last three-and-a-half years, we have seen the number of military commitments go up—Panama, Kuwait, Iraq. Today [June 1993] the United States Army has over 20,000 soldiers in more than 65 countries, in addition to our forward-stationed troops in Korea, Japan, and Europe. That's up from about 10,000 soldiers in 30 countries a year ago. While the world is marked by significant change and uncertainty, the relevance and utility of military forces continue. –p. 151

Military power in its application is indivisible. Take a fluorescent light. It basically has three parts. The metal connectors on each end, the glass tube, and the gas inside. If I asked an electrical engineer which part was decisive, which part was essential to producing light—he would probably think I was crazy. And if you break apart the light bulb it doesn't work—all you have are shards of glass and steel. The broken light simply won't work—and neither will independent services. For military power to achieve its purpose, all the components must be present and combined in appropriate proportion. Our view of military force must be a synthesis; an essential combination of capabilities—all required to achieve victory. –p. 232

The capabilities of the Army to dominate maneuver, conduct precision strikes, sustain land combat power, and protect the force are essential and necessary for the prosecution of successful campaigns, but only a combination of multiservice capabilities will ensure success. There is unmatched power in the synergistic capabilities of joint operations. The synergistic effect created by the simultaneous application of complementary capabilities is what makes us the best joint force in the world. –pp. 273, 272, 351

Readiness

Readiness is a moving target. Training is readiness today, and doctrine ensures readiness tomorrow.

Training maintains momentum; doctrine accommodates change. –pp. 12, 101

For over 216 years, the Army has been America's principal means of protecting the values on which this nation was founded; the 171 battle streamers on the Army colors are vivid reminders of this point. Time and again the Army has been called to fight for these principles, and then in the aftermath of war it has been tasked to adapt to new conditions. Often the adjustment has led to decreased combat effectiveness and ultimately the unnecessary loss of American lives and treasure. Today, we find ourselves again at such a juncture. If we are to avoid a repeat of this historical pattern, we must share a clear aiming point, a vision of the Army in the future. We must also hold steady our aim, focusing on those challenges that are central to achieving our goal. –p. 67

Even during periods of change, we have a mission to perform—there are no time-outs from readiness. We could be called at any time, so we cannot afford to stop everything to reshape ourselves. We must build on what is already in place. The complexity of what we do as an institution demands careful, long-term preparation. It took 20 years to build the great Army we have today. It takes that long to attain the balance among the Six Imperatives, to ensure the building blocks that are the foundation of the Army are square and fit together properly. –p. 93

The peace, prosperity, and honor of our country will one day lie in your hands. Before you leave the Army, according to all precedents in history, you will be engaged in another war. It is bound to come and will come. Prepare your country for that war. –Elihu Root, 1903, p. 55

What transpires on the prospective battlefields is influenced virtually years before in the halls of Congress. Time is the only thing that may be irrevocably lost, and it is the first thing lost sight of in the seductive false security of peaceful times. –GEN Malin Craig, p. 31, paraphrased

Reading

Books are an important part of any U.S. Army leader's professional development. There is never enough time to do all of the reading we want to do, but I learned early in my career that I could make some time for reading. By doing so, I was able to find relaxation in the midst of challenging assignments, prepare myself to master that day's challenge, and educate myself for the bigger problems hidden in the future.

Professional journals and periodicals help me stay in touch with changes and viewpoints in our world, our society, and our Army. Short journal articles always give me the timely information I need, and they are an important means of discovering authors whose longer works match my interests.

I always enjoy reading military history. I tell people that history strengthens me—it helps me and, I would hope, others realize that mortal man can overcome the obstacles in his path, transforming his situation through sound decisions and steadfast application of his will.

My point is: read to relax, to learn, and to expand your horizons. You will be better for it as you will grow personally and professionally. –pp. 72, 73

Reserve Components

While many things have changed since the birth of our Army in 1775, one element of continuity is the vital role of the citizen-soldier in the history of our national experience. As you know, our militia tradition emanates from the earliest settlers who were willing to come together for the purpose of protecting the village. This tradition set the stage for the 19th of April 1775 when the "shot heard 'round the world" was fired by an American citizen-soldier on Lexington Common. In that action the first eight American patriots made the ultimate sacrifice in defense of the ideals on which our nation is founded. –p. 4

We look at the citizen in the reserves as our opportunity. Here lies the talent pool which keeps our Army connected to her roots, and allows us to exploit the abilities of her citizens. –p. 36

I never tire of speaking with the reserve components. Our Total Force policy is the right policy—without a doubt. It strengthens this great country. The reserve component provides essential capabilities without which we simply cannot go to war. Port handling, water purification, civil affairs support, railroad units, medical support are all critical pieces; and are all key capabilities found substantially in the reserve component. –pp. 129, 234

Look how the threat has changed. We've gone from a monolithic, massive, global confrontation with an emphasis on armored combat in Europe to ambiguous, diverse, and dynamic threats all over the world. Ethnic strife and economic collapse, religious fundamentalism, and environmental disasters—all these are circumstances that plead for solution. Order from chaos, discipline from anarchy, competence from ignorance—that's why America counts on us in so many situations. So we need a flexible force that combines many talents into tailored packages that can be sent anywhere in the world to do a variety of tasks to support and defend American interests. The National Guard is part of that strategy, because you provide the resolve and the strategic depth of America. –p. 130

Respect

Respect—we each make our own unique contribution in the armed forces, playing our parts in what General Colin Powell liked to call "the team of teams." We take care of each other. We look out for each other. We do not leave our men and women behind. We bring everybody home. Respect binds our team together. –p. 247

Treating people with dignity and respect makes sense. It is both the right thing and the smart thing to do. In the stress of combat, we must be able to call on our best, unconstrained by artificial prejudices. That explains why the military has consistently been a leader in providing real opportunities for all Americans. –p. 247

(*See also* Diversity)

Responsibility

Our values connect our Army to the nation, but they are also what permit senior leaders to delegate authority with the expectation that our subordinates will not simply take action, but that they will take personal responsibility for their actions and that they will act responsibly. The challenge to leaders grows when the tasks to be accomplished extend beyond one's personal horizons. We must all build in our subordinates complementary biases for both action and responsibility. C. S. Lewis, in a curious but profound essay entitled *Men Without Chests*, decried the decoupling of acts and responsibility: "In a sort of ghastly simplicity we remove the organ and demand the function. We make men without chests and expect of them virtue and enterprise. We laugh at honor and are shocked to find traitors in our midst. We castrate and bid the gelding be fruitful." It is not enough for a leader to delegate authority, to assign missions, and to allocate resources; we must establish within our organizations the expectation not simply of action, but of responsible action. –p. 440

Leaders have both *personal* and *institutional* responsibility. From the time of our commissioning, we had personal responsibility to accomplish our missions and for our personal actions to embody our institutional values. Our task as senior leaders is to create the institutional environment that demands from our subordinates not simply action, but responsible action. The responsibility to communicate and inculcate our institutional values to our subordinates is always within our power. The responsibility to create a climate in which our subordinates can act and can grow is absolute. –p. 440

Selfless Service

There is a statue of an American soldier on the battlefield of Antietam. Inscribed on that statue are the words, "Not for themselves, but for their country." That is what being an American soldier is all about—then, now, and tomorrow. The essence of the American Army is selfless service to the nation. –p. vi

America will always need the commitment of our youth to keep her great. People, giving of themselves, are what made this nation great. –p. 138

The motto of the United States Army is "This we will defend." It is a motto that establishes for all of us, unconditional, selfless service to the nation—a powerful bedrock of ideals. –p. 330

Soldiers

People are our greatest strength. Time and time again, visitors from all over the world come to the United States. They see soldiers, sailors, airmen, marines, and members of the Coast Guard. Inevitably, on their way home from their visit, they will tell one of the Joint Chiefs, or the Chairman, or the civilian political

leadership: "You have great equipment, but your troops are better." –p. 222

Soldiers make us all proud. You represent America. You remind us of our roots and of the strength of this nation—the willingness of America's best to step forward to serve their nation. American soldiers represent a proud, glorious history of service to nation. Where our troops stand, there stands America. –pp. 3, 28, 249

While America sleeps, you stand guard. And Americans can sleep securely, knowing that, around the world, you are at work. You do not do it for publicity, for fame or fortune. You serve because it is the right thing to do. –p. 250

Every day there are American soldiers representing both our Army and the ideals of our nation to others in obscure but important places. To many around the world, these soldiers are America. –p. 102

In this profession hope is not a method. You can hope that you are going to have a great Army. You're not going to have a great Army because you hope it. You're going to have a great Army because of people who are willing to get out there day and night, drill sergeants, 14, 15, 16 hours a day, recruiters, truck drivers, tankers, infantrymen, rangers—you name it—men and women working hard. Soldiers are out there serving their country because it's in their hearts to serve. –pp. 16, 50

If you see troops on the ground you know America means business. –SGT Jordan, p. 333

To the troops. God bless you. My thoughts are with you. Show America what a great Army is all about! Hooah! –p. 377

Spirit

I believe we have succeeded because we are a values-based organization. Our values enabled us—even required us—to change. We value service to nation; we knew that we had to change to be able to serve. We value our people; we knew we had to change to take care of them. Remember, however, that success in our endeavors is not preordained. We are the Army of a Republic. The nation must support us so that we can keep America's Army what it is and realize *what it can be*.

As I prepare to review my final parade, the images foremost in my mind are symbols of the indomitable spirit of the American soldier: the Minuteman—*I am willing to stand up for my beliefs*; Grant in the Wilderness campaign—*fight it out*; Antietam—*Not for themselves, but for their country*; the cemetery at Normandy—seagulls peacefully soaring above 9,000 marble crosses and Stars of David; the Vietnam Wall; the letter Sherman wrote to Grant—*I knew that...if I got in a tight place you would come—if alive*. –p. 447

I was at Andrews Air Force Base one night when some wounded soldiers returned from Mogadishu. Private Ly lay on a stretcher. On his Army T-shirt, I pinned a Purple Heart. I said to him, "Ly, I see you're an engineer in the 41st Engineers." He looked up and he said to me, *"Sir, I'm not an engineer. I'm a sapper!"* That's the warrior spirit talking. –p. 373

Strength

Every morning I pass the portraits of all the Chiefs of Staff, my predecessors, and I draw strength from their faces. Those leaders, many of whom had to face much more difficult times than we do, strengthen me with their experience, their vision, and their tenacity. One in particular keeps me going, because he set the Army on the successful path that has led to great victories, success, and a bond with the American people. And that man, that leader, was Creighton Abrams, the father of the modern, Total Army. We take strength from our predecessors and the continuity they represent. –pp. 129, 121

Success

Our goal must be to serve as best we can; to leave our piece of the Army and the lives we have touched richer for our having been there. Everyone in America's Army can and does contribute, and contribution equals success. –p. 323

Create the conditions for the next success even while exploiting the current success. –p. 343

Sustainment

When we commit forces to a mission, we have not just committed that one battalion, brigade, or division. To maintain the pace of operations and maintain the quality and capabilities of the force, we must establish a rotational base to allow units to recover from deployments and retrain and to permit forces to prepare for the specific requirements of different missions: you really have to follow what I call the rule of three—for each force you commit you must also count one in the pipeline getting ready and one that is just off the mission retraining and taking care of people issues. –pp. 394, 233–234

Once deployed, we must ensure that military forces are sustained. When I talk about sustainment, I am not simply talking about the sinews of war—the food, the ammunition, the fuel. I am talking about moral sustainment as well. If a nation commits its military force, it must be prepared to support it morally. –p. 152

Technology

We use the power of the microchip to leverage our human potential. Previously, we often wore the enemy down in grinding offensives. Today the ability to manage information means leaps in capability—from the soldier and his weapon to an integrated campaign. We fight with precision, we operate with precision, and we sustain with precision. Precision counts! –pp. 47, 375

The microprocessor is revolutionizing the way that we live our lives as individuals, the way that society functions, and the way that we are likely to fight our future wars. Just as coal and steam, and petroleum and electricity made possible the mass production of goods and the emergence of industrial society by supplementing muscle power with machine power, the microprocessor is revolutionizing industrial society today by supplementing brain power with the near instantaneous power of electronic computation. The results are already apparent. Electronic banking, barcode scanning, personal organizers, cellular car phones, telephones and modems on every airline seat, electronic town hall meetings, and teleconferencing are among the developments that mark new ways in which people work, govern, transact business, and teach. These powerful developments are leading society toward an uncertain but "interesting" future; a future which it is just beginning to explore. These same forces acting on society are acting on our Army as well. –p. 397

Due to changes in technology, economics, and politics, we must free up our thinking. We are forging new ways of integrating the regulars and reserves. What abides and what has changed? First of all, the abiding standard to which America holds her Army endures. How well do we protect and defend? Do we serve effectively and loyally? That is all that the nation asks of us in evaluation. But other factors may have changed the way in which we meet that standard. Between 1865 and the 1950s, America based her military power on her industrial strength, coupled with mobilizable reserve forces of citizen-soldiers. During the Cold War, we had a large standing force only in response to our adversary's posture. Mass American industrial potential, directed temporarily to a war effort, and coupled with our reserve component, would win the day for us. The regulars existed to buy essential time, to train, and to demonstrate commitment.

We now live in a different world. We have passed the first wave—agricultural society and muscle power warfare. We have exited the second wave—industrial society and machine warfare. We have entered the third wave—information society and microprocessor warfare, what I call the post–industrial world.

The military might of a nation today is not geared to its industrial output—tons of steel, ship keels laid, cannon barrels turned. It is more accurate to measure the nation's ability to manage and apply information—at all levels—from the individual weapon and operator to the integrated campaign. The power of the microchip, leveraging human potential, is what gives a nation decisive victory. There is only one Army in the world that can operate at that higher level of warfare. That is America's Army. America's Army is sizing, equipping, and training to protect the interests of America in this new world.

We know where the enemy is, and where he is not. We determine the critical point on the battlefield, and then we apply combat power at that point. The 27 objectives assaulted simultaneously in JUST CAUSE—the deep-penetrating attack across trackless sands in DESERT STORM—precision munitions, precision operations, and precision sustainment. This is the future of warfare in the post–industrial world. –pp. 35–36

(*See also* The Information Age)

Thinking

Intellectual change must lead physical change. –p. 238

If we can think it—if *You* can think it, we can put it into simulation and into our requirements process. This is very powerful stuff. –p. 146

There's an old teaching that says, "You think because you understand one you must understand two, because one and one makes two. But you must also understand *and*." We now have greater insights into *and*. –p. 145

It will be better to offer certain considerations for reflection, rather than to make sweeping dogmatic assertions. –Alfred Mahan, p. 149

The influence of thought on thought is the most influential factor in history. –Basil Liddell Hart, p. 415

The Total Force

One of the most prominent lessons of Operations DESERT SHIELD and DESERT STORM is that the Total Force concept works. Active Army, Army Reserve, Army National Guard and civilian men and women all worked side-by-side to contribute to success on the battlefield; it was a team effort and a team victory. What is needed now is to build on this success and refine the responsibilities of the active and reserve components to support our new national military strategy. –p. 67

We need to keep our eye on our vision of what we want the Army to be and to be able to do for the country. America's Army is a Total Force, trained and ready to fight, serving the nation at home and abroad—a strategic force, capable of decisive victory. –p. 129

Training

Training is more than today's readiness. Training puts doctrine into practice. Training today is the link to tomorrow's battle. –pp. 206, 238, 71

The Army's institutionalization of the AAR [after-action review] as an essential part of training is one of the most important training innovations ever. At all levels, the AAR provides us an honest appraisal of our performance and directs our efforts to correct shortcomings. –pp. 70, 163

(*See also* Louisiana Maneuvers; Readiness)

Values

We live by General Order 100: "Men who take up arms against one another in public war do not cease on this account to be moral beings responsible to one another." As leaders, we do not simply take action to achieve an end. We must act responsibly. We must accomplish our tasks in a manner consistent with our values. The importance of those values to the nation and to us as leaders cannot be overstated. For the nation, an Army rooted in values is the surest defense against tyranny from within and defeat from without. The antithesis of a value-based army is a mercenary force, whose disadvantages were clearly laid out by Machiavelli: "Troops of this sort are disunited, ambitious, undisciplined, and faithless, swaggering when among friends and cowardly in the face of the enemy; they have neither the fear of God nor loyalty to men." Our institutional values are not a luxury; they are part of the nation's soul, and they are essential to victory in battle. –p. 440

In an age of cellular phones, space shuttles, pocket computers, and laser surgery, we must embrace the tide of technology or be swept away. But while we do, we cling to the rock, the values that have always kept us strong and free. In the Army, we think of it this way:

-We still guard the Tomb of the Unknown Soldier.

-We still build character one soldier at a time.

-We still train our squads and crews in the sweat and grime of our training centers.

-We still live in every little village and town.

-We were trained and ready yesterday and will be trained and ready tomorrow.

-Selfless service to the nation—you can count on us.

Values are the heart and soul of our profession—part of your nation's soul. –pp. 221, 291, 365

A nation's monuments say a lot about what it values. Around this country—in fact around the world—there are many monuments to honor and remember those

who died fighting in the wars of our land: The Minuteman Statue, the impressive statue at Antietam Battlefield, the Vietnam Memorial, the Tomb of the Unknown Soldier. And there are other monuments: The Statue of Liberty, the Lincoln and Jefferson Memorials, the Washington Monument, Mount Rushmore. These monuments honor the values that govern how men live. Both types of monuments link us to the sacrifices of the past and provide a rich heritage and legacy that guide us to the future. –p. 38

(*See also* Responsibility)

Victory

The message of history is that the defense of this great country, the readiness of our armed forces, and the capability of the United States Army to protect and defend our Constitution and this Republic are shared responsibilities. Courage alone is not enough; good intentions are not enough. Victory also requires hard training, sound doctrine, good equipment, and the right mix of forces with excellent leaders and great people. In short, victory requires physical, intellectual, and moral substance of the highest order which does not come easily—by happenstance—but only through the full partnership and participation of the nation. –p. v

To most Americans, victory connotes that both a struggle and U.S. involvement have ended, preferably in some unconditional and final form. Many believe that victory in hot wars or cold ones means we can withdraw, that our responsibilities have ended, that our interests are secure, and that defense budgets can be dramatically reduced. But, you need to remember, life is a journey. Thinking that success on the battlefield brings peace forever is unrealistic. It doesn't work that way. Victory on the battlefields in Kuwait, in Saudi Arabia, in Panama—these are milestones in the journey of life—in our life as a nation. –p. 155

In the post–industrial age, it is not numerical superiority that enables decisive victory—more is not better; better is better. –p. 84

Victory in the Cold War

Even more important than victories in Operations JUST CAUSE and DESERT SHIELD and DESERT STORM, is a victory for which there is no battle streamer—victory in the Cold War. The Cold War—America's longest war—was at times very hot. Veterans of Korea and Vietnam contributed to this great victory as much as those who stood vigilant for over forty years along the frontiers of freedom. We succeeded because of the strength of our ideas, and the courage to pursue them. Winning the Cold War was a victory for American ideals. As Americans, we should be very proud. –pp. 51, 49

It took 45 years of constant vigilance by all of us to bring the Berlin Wall down—it didn't happen overnight. And it didn't end there; today our Army and the entire world are continually changing, continually moving forward. We traveled a road guided by our values and principles. We were supported on our journey by a grateful nation and were accompanied by staunch allies. We have stood shoulder to shoulder through over 40 years of steadfast preparedness. We have proven the resiliency and the adaptability of free people, acting as equal partners. –pp. 150, 28

Indeed, not only the North Atlantic area but the entire world today has shifted decidedly in favor of those values and ideals we hold central to justice and peace. But reality today also holds vestiges of the past, and harbors new elements of danger and uncertainty. The United States Army will remain a dedicated partner for peace and stability with our allies. Together we will provide the foundation for stability in a world that can become very dangerous, very quickly. –p. 28

A major part of the credit for the transformation sweeping Eastern Europe and the Soviet Union belongs to NATO. NATO held the beacon of freedom until its light could penetrate the darkness of communism. The willingness of the nations of the Alliance to stand united in defense of their liberty for over 40 years, in hopeful times and periods of stress, provided the shield behind which democracy and market economies could flourish, eventually demonstrating even to the peoples of Eastern Europe the superiority of societies based upon liberty and respect for the individual. –p. 86

Vision

In an organization like ours, you have to think through what it is that you are becoming. You have to get out in front, mentally, and pull the organization to you.

Like a marathon runner, you have to visualize the finish line—to see yourself there—and pull yourself along—not push—pull yourself to the future. Intellectual change must precede physical change—you have to think your way through things first. –p. 342

Visualize the end state—where you want your unit or organization to be—in three months, in a year, at the end of your tenure. Have a mental image, a vision, of what you want to accomplish. Conceptualize how you and your team can achieve your vision and goals. –p. 139

Lacking strategic vision, an organization will tend to rely on individual milestones—the next budget, the crisis of the moment, or a specific operation—to guide its journey to the future. Moreover, it will tend to evaluate itself at each step by looking backwards—using a comfortable and irrelevant paradigm to judge its progress. If you do not know where you are going, any road will get you there. –pp. 356, 341

Remember the vision: Total Force, trained and ready, service to nation, strategic, decisive victory. Reaching this vision means balancing change in both the institutional Army and the Army's fighting units. It means taking care of leaders and soldiers. Most of all it means keeping our eye on the ball. –p. 27

War

The root causes of war remain constant. People, whether political leaders in the traditional sense, or heads of other organizations, will start wars as a result of fear, hatred, greed, ambition, and revenge. People will fight when they believe that they can accomplish their objectives by resorting to force, or when they think that they have no other alternative, or when pride, principles, or religious convictions demand it. Although the conduct of war will be different in the Information Age, the nature of war will remain remarkably the same. –p. 307

Change and continuity, when taken together, provide a foundation for examining 21st century warfare. Warfare cannot be understood properly if viewed in isolation; international and domestic realities form its content and must be understood as well. What does it mean to read nuances? It means being able to understand fully the complexity of the environment of the conflict. It means being able to read a changing situation that includes not just military dimensions, but also political, economic, and cultural ones. Finally, it means being able to anticipate the changes—and being agile enough to alter our military actions quickly in a dynamic environment. –pp. 168, 390

While many of the conditions of war vary from age to age with the progress of weapons, there are certain teachings in the school of history which remain constant. It is wise to observe things that are alike, it is also wise to look for things that differ. –Alfred Mahan, p. 168

War and the Lessons from War

Our experience in the Gulf War was truly historic and, I believe, a watershed event. Our victory there was 20 years in the making. We raised the level of warfare to a plane that the Iraqi Army and even many of our coalition partners could not comprehend. The fact is, most of us were surprised by our degree of success, and we must not be lulled into believing that the next one will be as easy.

Victory further validated the wisdom of our emphasis on training and readiness, on the Six Imperatives. We learned and relearned many lessons about warfighting. But we have to be careful that we learn the right lessons. Let me offer my view from the top in broad terms about what we should and shouldn't learn.

Lessons. We learned that:

-The importance of joint warfare—both planning and execution.

-Strategic lift is essential to our strategy.

-Reserves play a critical role. We need early access.

-Leader development is key. Leaders are the resource with the longest lead time.

-Logistics is vital—need Total Asset Visibility.

-We need to be able to move armored capability quickly.

-There is a critical need for theater missile defense.

-The importance of a deployment/power projection mind-set throughout the force.

-The critical value of the CTCs.

Non-Lessons. We have to be careful about what we learn. I think the example of the French and Germans after World War I provides an excellent illustration. The French and the Germans fought in the same war and with essentially the same equipment. The French

won. And because they won, they drew certain lessons about how to fight war. The Germans also drew lessons from World War I, but their conclusions were somewhat different. The result is well known to each of you. The point is that in May 1940 the French and Germans faced each other with basically the same technology. Doctrine, training, and leadership were different. So with that in mind, there are a few lessons I think we should avoid from our recent experience in the Persian Gulf.

We shouldn't believe that DESERT STORM was the prototype for future wars. Each war tends to be unique despite those manifestations of the principles of war that surface in each. DESERT STORM was a coalition of friends and former foes. We had six months to prepare. We had the luxury of full UN support. Saudi infrastructure was superb. No weapons of mass destruction were used. The geographic environment was conducive to the full application of our warfighting doctrine.

We shouldn't believe that we can afford to stand still or be satisfied with where we are today. The warfighting edge we demonstrated in the desert is fleeting and is always relative to the capabilities of a potential enemy. Wars like DESERT STORM and the global marketplace promote technology transfer to our potential enemies. Without continued emphasis on a balance among the Six Imperatives, and stressing self-improvement, we subject ourselves to loss of the ability to achieve decisive victory.

We shouldn't believe that any one Service can be decisive without the cooperative effort of the others. DESERT STORM illustrated the effect of the synergy that comes from a well-orchestrated joint effort. The Services are complementary in nature. Despite the prominent initial role of airpower and the tremendous contribution it made to the defeat of the Iraqi Army, its contribution must be measured against the unique character of the war as well as against the need for missions—critical missions to achieving decisive victory—that airpower could not perform alone.

We shouldn't believe that we can eliminate the fog of war from the battlefield. I am the first to applaud the C3I capabilities we demonstrated in the Gulf—this was the key to our edge. These abilities played an integral role in our waging war at a level where the Iraqis could not compete. Yet our knowledge was not perfect. Moreover, war still remains a human endeavor, fraught with uncertainty and risk. Our experience with fratricide is a compelling example. Certainly we should continue to strive to reduce the fog. But let's not fool ourselves into an arrogance that will be dispelled by wasted lives. Technology does not predict the future; it cannot reveal intentions and motives. So no matter how trained and ready we are, there is still uncertainty and we cannot assume that we will have warning of impending hostilities or that we will be able to dominate our enemies' command and control.

We must face the fact that although what we have done in the past helped us win in the Gulf, the Gulf War has thrust us dramatically into a new era of warfare. –pp. 42–44

The World and the United States

We lead the world because others look to us as the embodiment of democratic values. –p. 46

The most effective response to a crisis is often a collective one and our security interests are best furthered through cooperation with friends and allies. The growing interdependence of the international economy means that a military threat to the vital interests of one nation often will threaten the interests of other nations as well. Combined action is a logical response. At the same time, cooperation will maximize the power that can be brought to bear against an aggressor. The benefits of having allies can only increase as each of our countries reduces the size of its armed forces. –p. 83

The fundamental tenets of a new U.S. military strategy, to use military language, are these: strategic deterrence and defense, forward presence, crisis response, and reconstitution of forces and industrial capacity. This strategy supports the enduring objectives of the National Security Strategy by providing the capabilities needed to move rapidly to defend our interests in vital regions such as Europe, Northeast Asia, and the Persian Gulf. –p. 95

Territorial and political integrity, respect for human rights, the dignity of the individual, free trade, the uninhibited interactions of all nations and the respect for the rule of law—these are the unfinished business of international relations. –p. 46

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Welcome to the 21st century. –p. 148

General Dennis J. Reimer

United States Army Chief of Staff
June 1995–June 1999

General Dennis J. Reimer served as the thirty-third Chief of Staff, United States Army from 1995–1999. The majority of the quotations in this chapter are from his collected works, entitled *Soldiers Are Our Credentials: The Collected Works and Selected Papers of the Thirty-third Chief of Staff, United States Army*. Quotations were also drawn from other material, which is listed in the bibliography.

Soldiers Are Our Credentials!

Subjects

The Army
Army Missions
The Army-Nation Bond
The Army and Peace
AUSA
Change
Discipline
Doctrine
Families
Force Structure
History
The Human Dimension
Jointness
Landpower
Leadership
Leadership Climate
Leadership Development
Logistics
Mentoring
Modernization
NCOs
Readiness
Recruiting and Retention
The Reserve Components
Resources
Responsibility
Soldiers
Strategic Environment/Threats
Teamwork
Technology
The Total Army
Tradition and Heritage
Training
Values
Victory
Vision and the Future

General Dennis J. Reimer: 1995–1999

The Army

The United States Army is an army of citizen-soldiers; it is the Army of the people of the United States. The strength of the United States Army is more than the number of rifles, tanks, artillery pieces, and helicopters. We are the army of a democracy, and our strength is derived from the very soul of our nation. –p. 14

Since 1775, the fate of the nation has often rested in the capable hands of its soldiers. From Yorktown to Gettysburg to Normandy to the Persian Gulf, to discovering and building a nation and protecting others from aggression, ultimately, it is the Army that decides our success in war and peace. *The Army is the force of decision.* –p. 30

Our Army has defended the American people for over 224 years—one year longer than the age of the nation. Our martial traditions go back even further to the first muster of the Colonial Militia in 1636. The one million men and women serving in today's Army—active, U.S. Army National Guard, U.S. Army Reserve, and Department of the Army Civilians—are part of this great legacy of service. As the Army progresses, it will serve us well to keep in mind why the nation has an army, the values that distinguish our soldiers, and the bond between the Army and the Nation—these things will not change. They are the essence of our being, and neither the geostrategic environment nor technology will break the common threads that tie yesterday's soldiers at Valley Forge to today's soldiers on the demilitarized zone in Korea, Bosnia, or elsewhere around the globe, to tomorrow's soldiers in the 21st century. –pp. v, 82

Army Missions

There is a tremendous depth and breadth to our profession. The American soldier has been and will always be more than the warrior holding the spear at the frontline of battle. We deter and respond to aggression, but we also shape the international environment by building regional stability and reducing the possibility of conflict. Our "battlefields" include humanitarian assistance in Rwanda, peacekeeping in the Sinai and Bosnia, forward presence on the Korean peninsula, and nation-building in Haiti. To meet these challenges, America will need soldiers who possess the moral character, firm will, and professional ability to separate warring parties, reassure fearful civilians, restore public order, keep criminals from taking advantage of a vacuum in civil order, protect and deliver humanitarian assistance, and most important, fight and win our nation's wars. These things will always require boots on the ground. –pp. 251, 245, 34, 160, 78

Since DESERT STORM, the overwhelming majority of missions to which America has committed its military resources has been done by the Army. These missions range in size from a handful of soldiers to large troop deployments all over the world. With our unique ability to deter or compel any adversary, reassure allies and friends, and support domestic authorities, the Army is the world's premiere force.

Deter. The first capability that the United States Army has and must have, is the ability to deter war. For over fifty years U.S. troops have deterred aggression in Europe and Korea, creating an environment of stability that has benefited the entire world. To deter war, we must remain strong. Deterrence is far cheaper than fighting a war.

Compel. If deterrence fails, we still have the responsibility that we've always had, to fight and win. To compel our adversaries, the Army is capable of conducting sustained, high-tempo land warfare under all conditions—day and night.

Reassure. We have found that this global village has moved nations closer together, such that our ability to reassure allies and coalition partners is critically important. We do this with programs like "Partnership for Peace" and with other programs as in South America. Reassurance is a sound investment.

Support. The fourth capability that we provide is military support for civilian authorities in a wide range of domestic activities and requirements. The Army has played a vital role in the history of the country and has changed to meet the nation's changing needs. Domestic crises and natural disasters have always underscored the demand for an Army that can support the needs of the nation within its own borders. We conduct disaster relief operations as a matter of course. During a trip to Poland I had the opportunity to visit with some of the over 50,000 Polish soldiers providing flood relief in their country. It seems domestic support has become a fact of life for most modern militaries, and I think only good can come of efforts where the military is used to promote positive developments. –pp. 32, 76, 103, 31, 104, 147; Cong. Test., March 13, 1997

Shape, Respond, Prepare. The United States has moved beyond containment with a new strategic approach that emphasizes global leadership and continuous, meaningful engagement in world affairs. This profound change is reflected in our National Military Strategy which requires us to *shape*, *respond*, and *prepare*.

Shape. We have the opportunity to *shape* the world we want to live in, to structure an international environment that focuses on economic prosperity and cooperation rather than political confrontation and conflict. Shaping requires us to be involved, face-to-face with our allies and friends, sharing the hardships and risks while promoting the development of stable regimes and regional stability. Peacetime engagement's purpose is to shape the international environment through a broad range of noncombat activities that demonstrate commitment, improve collective military capabilities, promote democratic ideals, bolster prosperity, relieve suffering, and enhance regional stability. Toward these ends, thousands of U.S. Army soldiers are engaged daily in activities that promote peace and stability. Military-to-military contacts, particularly in the emerging democracies of former Soviet nations, provide opportunities for Army soldiers to teach their counterparts everything from squad tactics to the military's role in a democracy. These contacts take place not only abroad, but at home as well. Currently, the Army is training soldiers from 134 countries at our installations throughout the United States. Last year, American soldiers participated in 16 NATO "Partnership for Peace" exercises designed to expand and improve interoperability among NATO and other European nations. Similarly, 61 soldiers stand watch on the border between Ecuador and Peru to assist in the peaceful settlement of the border dispute between those two important US trading partners.

The ultimate objective of our shaping efforts is the enhancement of mutual understanding, trust, and confidence, all of which will lessen, or perhaps even obviate, the requirement for nations and groups to resort to the use of force to resolve their differences. Soldiers on the ground help provide regional stability. During the President's State of the Union Address, he emphasized the global economy and the world's interdependence and the importance of stability throughout the world. The United States Army is a primary contributor to that stability.

Respond. To be ready to *respond*, we focus on ensuring near-term readiness so that our forces are ready to react to requirements at home and abroad—the full spectrum of military missions from homeland defense and support to domestic authorities to major regional conflicts overseas. We're talking about global power projection—being able to move the capabilities we possess anywhere in the world, whether that be fighting forest fires, providing military support to civilian authorities, or deploying a brigade to Kuwait in order to deter Saddam Hussein. We must be able to move forces very quickly and that requires a total joint effort in terms of Army, Navy, Air Force, Marines, and in many cases the Coast Guard. Responding to the needs of Americans at home and abroad has always been a tenet of our military strategy and the Army's time-honored task. Every American who has watched an Army National Guard truck deliver a load of sand bags to help shore-up a levee holding back a raging flood, or an Army convoy plow through an ice storm to deliver lifesaving supplies, understands what we mean by the *respond* pillar of the National Military Strategy.

Prepare. Finally, the strategy requires us, while maintaining current readiness, to prepare now for the security tasks and challenges we will face in the future. *Prepare* means continually modernizing our forces—updating doctrine and leader development programs—so they are prepared to deal with the security challenges of the future, ensuring that America has, and retains, a strong and capable force. We must prepare the force for the challenges we see deep in the 21st century and to make sure that our soldiers will have at that point in time the best equipment and the best weapon systems that the country can provide.

Today's National Security Strategy of Engagement and Enlargement has led to a dramatic increase in the use of the Army as an instrument of national policy. We are trying to make the world a safer place for our children and our grandchildren. If we can pull that off, and I think we can, that will be a tremendous contribution we will leave behind to society—not only to American society, but to the world as well. –pp. 125, 118, 119, 114–115, 214, 146, 142, 193; Cong. Test., March 13, 1997, May 21, 1997, Feb. 10, 1998, Jan. 20, 1999, and Feb. 24, 1999

There is more to winning wars and securing a peaceful stable world than winning battles. We would rather deal with problems before they become acute, and diminish threats before they become dangers. There are other tasks, equally important for ensuring the security of the United States, including addressing the conditions that might lead to war, helping nations recover from hardships and conflict, and preempting future wars. "Strategic Preemption" is the ability to halt or prevent a conflict or crisis before it becomes

debilitating or protracted—before it spreads out of control. That means that we must be able to respond quickly; we must be able to get our forces there rapidly. A vivid demonstration of the Army's enhanced capability to project credible power quickly over extended distances occurred in December 1994 when Saddam Hussein made threatening gestures toward Kuwait again. Once President Bill Clinton approved the deployment of an armored brigade from Fort Hood, Texas, to Kuwait, the 5,000-soldier brigade from the 1st Cavalry Division was positioned in Kuwait, with its complete combat vehicle set—drawn from pre-positioned stocks, ready to conduct combat operations—in less than 120 hours. –pp. 214, 125, 119; Cong. Test., Feb. 24, 1999

The Army-Nation Bond

If I have learned anything in these last four years, it is that building a great Army takes a national effort. It needs the support and sacrifice of great Army families. It demands strong national leaders in the presidential administration and the Congress who understand the challenge of keeping an Army trained and ready. It requires the understanding and commitment of America's employers who make it possible for our citizen-soldiers, the Army National Guard and U.S. Army Reserve, to also serve. It relies on our dedicated civilian workforce and our partners in industry who work with us to provide our soldiers the best possible equipment. It draws on our veterans and retirees, who inspire us with their example and continue to serve the Army and their fellow veterans in so many ways. And, of course, the Army's success is the product of being part of a joint team—a team of Navy, Air Force, Marine, and Army professionals.

Finally, without the support of the American people there could be no Army. They entrust us with their most precious assets—their sons and daughters—and it is our job to ensure they are properly cared for. This means providing them the most realistic training possible and the best caring and concerned leadership we can possibly provide. It is also a shared responsibility with Congress. We must provide them adequate pay, proper medical care, acceptable housing, and stable benefits to include retirement. These are the four areas of quality of life that we think most important. The greatest danger is complacency. We have done our job so well and been so successful that some may be lulled into the belief that victories can be easily or cheaply won—they can't. Winning requires a quality force of great men and women, well led, superbly trained, and armed with the most modern weapons and equipment. Building this kind of force requires the best from all the members of Team America. –pp. v, 200, vi

In a democracy an army ultimately depends on the people to provide the resources necessary for national defense. To be willing to provide this support, the people must understand the need for an army and respect and trust it as an institution. Reflecting on the decline of the armed forces after World War I, General George C. Marshall captured the essence of the national debate that habitually follows America's strategic victories. Recognizing the military must always make a new case for defense before the American public he wrote, *"In a democracy where the government is truly an agent of the popular will, military policy is dependent on public opinion, and our organization for war will be good or bad as the public is well informed or poorly informed regarding the factors that bear on the subject."* Almost six decades later, General Marshall's insight is still relevant. We owe it to the American people, our soldiers and their families to ensure the Army's story—their story—is told to the nation. The bottom line is the Army has a great story to tell—and our soldiers are our best spokespersons. –pp. 134, 148, 15, 244

The Army and Peace

To the extent we prevent wars we win wars. Every day the Army is deployed around the world in almost a hundred countries—training, helping, keeping the peace, making a difference, and our efforts to prepare for the future are unmatched by any military force on the planet. The Army's contributions to the prevention of conflict and world stability have been significant. Our participation in operations to reassure warring parties is the only path to peace in many parts of the world. The important army-to-army relationships we have established with friends and allies are also evident in what we do. Partnership for Peace exercises and military-to-military contacts are just some examples of the Army's involvement in conflict prevention and promoting world order. Every NCO and officer in Europe in 1996 spent 180 days away from their home stations primarily with training in the Partnership for Peace Program. This is above and beyond what Bosnia adds to their OPTEMPO. Partnership for Peace is preventing wars, helping the people in Eastern Europe become democratic

societies, shaping the security environment, and enabling us to trade with those countries. –pp. 67, 240, 233, 77, 104; Cong. Test., March 13, 1996

We seek to engage other nations—to promote our common interests—to our mutual advantage. I sincerely believe that before countries and armies can engage each other, they must understand each other. Americans see engagement as a process of sharing ideas—nurturing common interests—and creating relationships where both peoples benefit from the exchange. This process begins with knowing one another. For strong bonds between nations take hold only when they are anchored in understanding. –p. 145

America's Army sets the example for other countries seeking the proper role of an army in a democracy. In nearly every nation, the dominant armed service is the army. Many armies, however, need to learn how an army serves its nation, without running the nation. By training with U.S. Army units and participating in our institutional training programs, soldiers of emerging democracies receive important lessons in democratic values. Teaching these important lessons and training with others takes significant time and effort, but they are important contributions to regional stability.

We must recognize that we are indispensable for peace in this world. Every Allied officer and foreign military official I meet seeks closer ties and cooperation with the United States Army. We do this primarily through training exercises, student exchange programs, and with our Military Attachés.

The military plays a key role in peace and stability throughout the free world. Soldiers on the ground—the most visible sign of deterrence and reassurance—directly contribute to regional stability and an environment of stability where nations can develop effective government institutions and viable economies. But regional stability does not happen overnight; it is a dangerous and complicated business. It takes time, commitment, and the continuous presence of U.S. forces. Sustained presence, with its resulting regional stability, is a mission that the Army is uniquely structured to carry out. –pp. 31, 141, 30; Cong. Test., March 13, 1997

We used to teach military policeman that their secondary mission is to fight as infantry; now we teach the infantry how to be military policemen. Bosnia also reflects the emphasis we are placing on Civil Affairs and Psychological Operations. Civil Affairs units come primarily from the U.S. Army Reserve. Their mission is just as critical to the success of the Bosnia operation as that of any maneuver unit we have ever put into combat. –p. 194

Our soldiers are proud of the fact that they have saved thousands of lives and mitigated human suffering through their efforts. In Bosnia there are children that are a year older. There are families that have celebrated another year of holidays and anniversaries together. What a great gift. What a great feeling of satisfaction for having done that. –pp. 240, 104; Cong. Test., Feb. 10, 1998

AUSA

Every year in the life of the United States Army is precious—year by year we gather here at the AUSA Convention to review one more chapter in our glorious history. –p. 238

Change

Revolutions in military affairs do not occur as quickly as they appear in turning the pages of a history book. A true revolution in military affairs is more than simply "dressing-up" the current force with high-tech weaponry. It requires advancing all the critical aspects of the force. The heart of the Force XXI change process has always been understanding how changing aspects of the force will affect one another and which changes are the most critical. It does us no good to have new weapons without quality soldiers trained to use them, the doctrine to employ them, or the organizations to support them. We have to develop all our capabilities in a synchronized manner—and that takes time and resources. To get change right we focus on the Army's Six Imperatives:

-Realistic training—ensuring our soldiers and leaders are prepared to execute as part of a joint team, ready to perform any of the diverse, demanding warfighting or security tasks they may be assigned.

-The right doctrine—providing the doctrinal guidance on how to employ the capabilities of our forces to their best effect.

-The proper force mix—having the capability to rapidly deploy exactly the right kinds of forces needed for the task at hand.

-Modern equipment—fielding the equipment required to perform the mission and protect the lives of our soldiers.

-Dynamic leadership—providing professional military leadership that knows how to get the job done right and take care of soldiers.

-Quality soldiers—having soldiers grounded in the Army's values and traditions, armed with the right physical and mental skills.

Those imperatives will never change, but inside each of those imperatives we must change in order to adjust to the changing environment. Properly balancing our Six Imperatives that are our links to the past and the future is the key to success. Without the appropriate balance of these imperatives, U.S. soldiers will pay a heavy price at the opening bell of the next war. General William DePuy described that price as a race between the seasoning process and the casualty process. It's a race we can ill afford to lose. It's a race we don't need to be in. No doubt there will be great challenges, but there will also be wonderful opportunities. –pp. 256, 257, 264, 161, 116, 110, 275, Feb. 24, 1999

Discipline

Discipline is not the fear of punishment for doing something wrong, but a faith in the value of doing something right. As General John M. Schofield said over a century ago:

"The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh and tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an Army. It is possible to impart instruction and to give commands in such a manner and such a tone of voice to inspire in the soldier no feeling but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due to others cannot fail to inspire in them regard for himself, while he who feels, and hence manifests, disrespect toward others, especially his inferiors, cannot fail to inspire hatred against himself."

Schofield framed these words in 1879, but they are as true today as they were then. –pp. 166, 162, 16–17, 246

Doctrine

Doctrine is our collective wisdom about the conduct of war. It is the core process that gives us a better common understanding of both new missions and capabilities, and assures a unity of effort. Doctrine is a playbook; it's how we do our tactics, techniques, and procedures. And so that has to be modified as you go along. –pp. 13–14, 236

With the end of the Cold War, a prominent theory arose that there would no longer be a need for large land forces, that power projection and national military strategy could primarily be carried out through precision strikes using technologically advanced smart weapons. Reality proved that theory to be invalid. History has shown that we cannot counter the human dimension of warfare with purely technological solutions. We have been down this road before, sometimes with disastrous results. The price for this wishful thinking has too often been paid by ill-prepared, untrained forces fighting desperately with their valor and their blood to make up for our lack of strategic forethought.

Like those before us, we must harmonize the relationship between dominant maneuver and precision engagement to meet our national security needs and avoid shortsighted and unworkable solutions to solving operational requirements. Our challenge is to avoid dependence on rigid, fleeting, one-dimensional strategies that are overly reliant on either precision engagement or dominant maneuver. Such strategies create imbalance among the operational concepts, reduce national strategic choices, and threaten the possibility of a return to attrition warfare—and with its concomitant price in human suffering. We must keep our investment and application of these operational concepts in harmony. –pp. 83, 80, 81. Cong. Test., March 13, 1997

Families

Soldiers and their families are truly our most precious resource. The emphasis we put on taking care of soldiers pays great dividends—intangible but vital. All you have to do is look in those soldiers' eyes in Bosnia to know how much they appreciate the emphasis we are putting on taking care of them and their families. –pp. 25, 22

I married a saint. My wife, Mary Jo, has been there every step of the way, through good times and bad. I certainly would not be here without her. She is the perfect Army wife because she cares deeply for Army families, and more importantly, she does something about it. –p. 278

Force Structure

Considering a force for the future starts with the National Military Strategy. *Strategy comes first.* Strategy drives requirements—requirements then determine force structure and everything that follows. The triumphs and failures of American military history can be traced through how well we have kept the demands of strategy and the requirements for military force in balance. When the link between strategy and our rationale for retaining and modernizing forces remained clear and compelling, the military proved an effective instrument of national policy. When strategy and military capability drifted apart we put both our national interests and the men and women of the armed forces at risk. Strategy is important because it is the underpinning for everything we do. –pp. 214, viii, 193; Cong. Test., March 24, 1999

The key to providing the requisite capabilities to the nation is balanced, general purpose forces. Balanced forces provide the broadest range of options to policy makers and offer the most credible deterrent to the wide spectrum of potential threats. There is no substitute for a complementary mix of agile, flexible joint forces that can confront a foe with a complex array of formidable capabilities. Further, these joint forces must be of sufficient size and strength to reassure our allies and execute necessary operations without providing a window of vulnerability for others to exploit. –p. 207; Cong. Test., March 13, 1996, and March 13, 1997

There are no silver bullets. There is no single technology or operational capability that will meet all our future requirements. If we concentrate our resources on any one particular type of conflict, we may deter that conflict while possibly encouraging another. The answer to future challenges will not be found in simple solutions, but in determining how we can make the best use of all the aspects of national power and build effective multi-national coalitions, combining them in creative and innovative ways, and adapting them to the specific needs of each security challenge. –p. 207; Cong. Test., March 13, 1996

To provide leadership and to promote democratic principles, human rights, and free-market economies in the world, the United States will need an Army that is more strategically responsive. Advances in precision weaponry and the proliferation of weapons of mass destruction will make the future battlefield a much more lethal place. Tomorrow's tactical engagement areas will likely extend as far as today's operational and strategic distances. To survive and accomplish its objectives in such an environment, the Army must become more mentally and physically agile. It must also fight as part of a joint team, contributing its unique capabilities toward the realization of the operational concepts laid out in *Joint Vision 2010*. While advances in precision weapons will make the battlefield more lethal, events have shown that if we want to protect a people's cultural and ethnic existence, we have to do it the old—fashioned way—by putting troops on the ground. –pp. 270–271

In preparing to meet the demands of 2020 and beyond, planners must recognize that the future geostrategic environment will be increasingly urbanized, requiring forces that can discriminate between combatants and noncombatants and which can apply appropriate combinations of lethal and nonlethal force. Our forces in the future will have to deal effectively with asymmetric challenges, including weapons of mass destruction, terrorism, information warfare, special operations or clandestine forces, attempts to deny regional access to our allies and U.S. forces, urban warfare, and an adversary's use of civilians and refugees as shields against U.S. stand-off precision-guided munitions.

We know what we want the Army's characteristics to be in 2020. The Army—and our sister services—should be:

-Joint by design, not by accommodation.

-Capable of fully exploiting information-age technologies.

-Led by streamlined headquarters elements.

-Mobile—strategically, operationally, and tactically.

-Versatile, with units that can perform multiple, disparate functions.

-Flexible, with units that can deftly transition between the use of lethal and nonlethal force, as the situation dictates.

-Logistically unencumbered—"just-in-time," rather than "just-in-case."

-Capable of implementing the operational concepts of *Joint Vision 2010*: dominant maneuver, precision engagement, full-dimension protection, and focused logistics.

-A force that trains the way it fights. –pp. 118, 120; Cong. Test., May 21, 1997

History

History is a great teacher. It teaches us who we are by reminding us of who we were. I have been to

Gettysburg probably four or five times during my career, and each time I've learned something new about what took place on that hallowed ground. It is very important to be reminded occasionally of what war is all about. What our responsibilities as leaders are all about. I would challenge you to continue to study military history and what took place in the past. –p. 239; USMA, May 28, 1998

The Human Dimension

While the complexities of this institution are great, at the core it is very simple. It is all about people. As General Creighton Abrams, the Chief of Staff of the Army in the early 1970s, said, *"The Army is not made of people, the Army is people. By people I do not mean personnel...I mean living, breathing, serving human beings. They have needs and interests and desires. They have spirit and will, strengths and abilities. They have weaknesses and faults; and they have means. They are the heart of our preparedness...and this preparedness—as a nation and as an Army—depends upon the spirit of our soldiers. It is the spirit that gives the Army...life." Without it we cannot succeed."* That is as true today as it was when he said it. It will continue to be true in the 21st century. –pp. 279, 158, 6

The U.S. Army of today and of tomorrow, with its emphasis on developing advanced technology, must give equal, if not greater, emphasis to developing support for the human dimensions of change. Even with the best technology America can afford to provide, at the point of the spear it will still be a very recognizable fight—system against system, soldier against soldier. That is why our emphasis in Army XXI remains on mental agility and the other aspects of change associated with the human dimension. –pp. 165, 161

Every decision we make is a people issue. The greatest asset of the United States Army always has been, is today, and always will be its people. That is the way it has been for 221 years, and it will remain that way in the 21st century. –pp. 17, 78

Jointness

The nature of modern warfare is joint warfare with land forces at the core of our joint warfighting capability. We can achieve victory only with the complete integration of air, sea, and land power. The strength of our Army, therefore, is magnified by the synergy achieved through the cooperation and cohesion of a joint effort. Being an integral part of the joint team simply means we fight together. There's an awful lot of controversy, controversy in terms of jointness while we compete for resources. Yes, we're going to compete for resources, but we will be joint at the very end. What we must do is make the decisions that are best for the nation. That's what we're all pledged to do. But it is really in our own interest, our best interest, to assure that we become even more joint, particularly as we're becoming smaller. –pp. 33, 43

Landpower

The unique capability to exercise direct, continuing, and comprehensive control over land, its resources, and people is the essence of the Army's contribution to the joint force in winning the nation's wars. The Army is the only Service that has the capability to provide this support across the full spectrum of requirements.

Primary among these contributions is the role land forces play in support of preventive defense. Through peacetime engagement, land forces are active and dominant players in preventive defense activities ranging from nation-building to military-to-military contacts. Through their presence, they provide a unique capability to impart American/democratic values as they interact with nations' armies and peoples to favorably shape the world environment and help keep potential dangers to our security from becoming full-blown threats.

They are the force that protects and controls populations, restores order, and facilitates the transition from hostilities to peace. It is through this dimension of influence that the land force component, the Army, serves to strengthen the nation's position in security and foreign policy, in negotiating treaties, in dealing with foreign governments, and in establishing alliances.

The land component is also the force of choice to respond to natural and man-made disasters, assist communities during civil disturbances, and perform civic action/nation-building projects as required. In a dynamic and unpredictable geostrategic environment, the U.S. Army provides a full range of choices to the nation and a hedge against uncertainty—a unique asset, a national asset.

The threat of employing fully trained, highly motivated military forces equipped with modern,

powerful warfighting systems serves as a credible deterrent to adversaries who might otherwise perceive the risk of conflict worth the spoils of war. The forward stationing of land forces on foreign soil identifies regions of U.S. vital interests and signals the highest degree of commitment that these interests will be protected. The deployment of military forces in times of crisis commits the prestige, honor, and resolve of the nation. The deployment of land forces is the gravest response that can be made, short of war, to demonstrate the national will to prevent conflict. –pp. 86, 90, 33, 82

If the post–Cold War era has taught us anything, it is that landpower will have a fundamentally increased relevance in the 21st century. The demand for adequate landpower to support this great nation is established by enduring strategic realities. The United States is and will remain a global power with global responsibilities. The world is no longer as vast as it once was. We live in a global economic village where regional and global interdependencies are growing. The well-being of the economy of the United States is dependent upon regional stability elsewhere. Conflict and instability is now land-centered—no one else possesses the wherewithal to challenge U.S. dominance on the sea or in the sky. Land-centered conflict is people-focused and the ability to decisively control the land, populations, or valuable resources is essential to the resolution of conflict. Conflict prevention and conflict resolution—in this world, both today and tomorrow—requires boots on the ground.

During the 40 years from 1950 to the collapse of the Soviet Union, the Army conducted 10 notable deployments. Since 1990, in the short span of six years, we have deployed 25 times—an increase in missions by a factor of 16. This new paradigm reflects the significance of land forces in supporting the National Security Strategy of Engagement and Enlargement. Most future operations will occur on the lower and middle portions of the continuum of military operations ranging from disaster relief to global war, where land forces provide unique and essential capabilities, the most options, and the most useful tools. These types of operations require the commitment of U.S. land forces to establish leadership and to enable our allies and coalition partners. They call for soldiers on the ground, directly interfacing with the civilians and/or military involved in the crisis. The frequency of demands for land forces will increase as the Army is called upon to support peacetime engagement activities, such as multilateral military exercises, training, military-to-military exchanges, as well as crises on the lower end of the continuum. –pp. 90, 83, 84

Leadership

My experience is that three things are essential for success:

First, do what's right every day, legally and morally. You'll get a lot of advice on what's legally correct, but it is not enough just to do what is legally right, you must do what is morally right also. The moral litmus test can only come from one person, you, you have to look yourself in the mirror every day and say, "Am I doing what's right?" That is all I ask of anyone: Do what is right. Leaders must look to their soldiers and focus on the good. No soldier wakes up in the morning and says, "Okay, how am I going to screw this up today?" Soldiers want to do good and commanders should give them that opportunity. An outstanding soldier, Command Sergeant Major Richard Cayton, the former US Forces Command (FORSCOM) sergeant major, summed up a leader's responsibility this way: *"Your soldiers will walk a path and they will come to a crossroad; if you are standing at the crossroad, where you belong, you can guide your soldiers to the right path and make them successful."* The Army's leaders must ensure that they are always "standing at the crossroads." If we empower people to do what is legally and morally right, there is no limit to the good we can accomplish

The second point of my leadership philosophy is to create an environment where people can be all they can be. Many soldiers enlisted under this recruiting slogan, and we have a responsibility to assist them in developing mentally, physically, spiritually, and socially to their full potential. It is essential that leaders develop the initiative of subordinates. Initiative will be stifled and creativity destroyed unless soldiers feel they have been given a fair chance to mature and grow. Every soldier must feel he is being treated fairly and that you care and are making an honest attempt to ensure he or she reaches full potential. We have to give them the opportunity to be all they can be. That is what leadership does. At the same time, we also need to challenge ourselves to be all we can be.

The third point of my leadership philosophy is to treat others as you would have them treat you—a basic respect for the dignity of each individual; treating all with dignity and respect. This is a simple restatement of the Golden Rule, but it is a critical issue. The Army is a complex organization and we need people of

diverse skills, and we must ensure that all have a path to success.

If we practice three basic rules, we will create a leadership environment in which all soldiers can grow and thrive, and build the teamwork so essential to everything we do. If we do these three things, there are no problems too complex, no challenges too great for us to handle. –pp. 5, 275, 17, 163, 18, 129, 157; USMA, May 28, 1998

When you get down to the fundamental level, leadership is fairly simple and doesn't change based upon rank. Basically it requires us to know the details of our profession, to truly care and focus on our soldiers, and to lead by example. That focus must be down, not up. For leaders to contribute they must focus primarily on what their troops are doing and not on their boss' schedule. If our focus is down and we truly care about taking care of soldiers then the contributions naturally flow and success is ensured. As I look back on 35 years of service, I'm most proud of the fact that I've had an opportunity to help some people and I've seen many of those who work for me develop to be all they can be. I know that's what I'll remember most when it's all said and done. –pp. 206, 129

Command authority is a sacred trust bestowed upon our leaders. When that authority is abused by one or two individuals it diminishes the whole institution. On taking the oath, soldiers voluntarily forego certain individual liberties, to the point that they must be willing to sacrifice their lives for the good of the nation. It is this voluntary surrender of individual liberties for the common good that makes any abuse of authority by leaders appointed over soldiers so egregious and devastating to discipline. We must eliminate any and all abuse of authority. –pp. 69, 163

Soldiers must have absolute trust and confidence in their leaders. Soldiers must trust that their leaders are selfless, objective, knowledgeable, and dedicated to doing what is best for them, their unit, and the Army. They must be confident that their leaders' decisions always support these same core values. In short, they must have confidence in the chain of command, and that confidence must be earned. Trust and confidence are intangibles, but I guarantee you that without them no organization, especially a military one, will be able to function and work as it should. Military leaders potentially have to make life and death decisions that affect their soldiers through the orders they issue. At the critical time when orders need to be followed without question, doubt and lack of confidence in the chain of command will cause casualties. Confidence and trust engender discipline, which saves lives. The circumstances that foster trust and confidence must prevail. Leader-subordinate relationships defined by these tenets are absolute and essential to mission accomplishment. –Cong. Test., Feb. 4, 1997

With our diversity in terms of race and gender, one of the things we bring to Bosnia is a role model on how things could and should be. We have been able to leverage that diversity into the finest military organization of the day. Hopefully that lesson will not be lost on the Bosnians. They ultimately will have to make their diversity work for them. However, diversity in itself is not the total answer. What unlocks the great strength in diversity is values-based leadership. Values-based leadership means setting the example and then creating a command climate where soldiers can put values into practice. It is leadership best described by the simple principle "be, know, do." Leaders must not only exemplify Army values in their words and deeds, they must create the opportunity for every soldier in their command to live them as well. Without values-based leadership and consideration of others, no organization or entity is able to achieve its full potential. You can't just preach it, you must demonstrate it. That clearly is one of our most important tasks and that's why the actions of soldiers and leaders of all ranks are so important. Through their example they are truly shaping the environment of the future. –pp. 211, 246

The role of leadership is to turn challenges into opportunities. Problems can be solved by concerned, caring, and committed leaders. Leaders are the key, and leading is our strong suit. I'm basically an optimist and tend to focus on the fact that the U.S. Army has always faced challenges, and one of the things that's made us great is our ability to solve them. In solving problems, we will make ourselves a stronger Army—we have 222 years of leadership experience to guide us. Make the best out of all the experience you gain—make it work for you. All of us have an opportunity to make history. –pp. 275, 156, 26, 157, 20; USMA, May 28, 1998

Leadership Climate

The environment that Total Army leaders create needs to be *ethical* as well as predictable. Ensuring an ethical

command climate requires commitment to Army values and leadership, as well as an unswerving commitment to doing what is morally and legally right. –p. 249

The zero-defects mentality—where a commander feels his command must be error free—is not new. But we must possess the moral courage to deny this damaging philosophy that says it is worse to report a mistake than it is to make one. This lack of moral courage in peacetime can have disastrous results in battle. General Matthew B. Ridgway described this as a challenge of moral courage, saying, *"It has long seemed to me that the hard decisions are not the ones you make in the heat of battle. Far harder to make are those involved in speaking your mind about some harebrained scheme which proposes to commit troops to action under conditions where failure seems almost certain, and the only results will be the needless sacrifice of priceless lives."* General George C. Marshall, echoing Ridgway's sentiment, described the need for leaders with the moral courage to tell their superiors when they are wrong. *"It is hard to get men to do this, for this is when you lay your career, perhaps your commission, on the line."*

The zero-defects mindset can make the Army, as an institution, very risk adverse, and it can also create an environment where ethics are easily compromised. We must take the time to train subordinates, allow them to make mistakes, and retrain them to standard. Many of us in senior leadership positions today wouldn't be here if our leaders and mentors hadn't done this for us. Micromanagement, careerism, integrity violations, and the zero-defects mindset can all be dispelled by positive leadership. We have defeated these attitudes in the past. We must do so again. –pp. 18, 29

Leadership Development

The investment we have made in leadership as an institution is paying huge dividends. Built upon the solid foundation of values and framed by the three pillars of institutional training, operational assignments, and self-development, that model works well whether you're recruiting soldiers, training them in basic training, or leading them in operations like DESERT THUNDER. Leader development is a twenty-year investment. It takes us 20 years to grow a division commander. So if you want somebody as a leader who can be a division commander in 2020, and you want them with different skill sets, you've got to start right about now in order to develop them because that's how long it's going to take. To lead the United States Army in the 21st century, we will have to develop leaders with values—men and women who are dedicated, selfless, committed, flexible, and self-confident, not afraid to take risks—well thought out and sound—and not afraid to act. They must value people and nurture them as their most important investment. –pp. 205, 13, 236, 57

Logistics

Logistics is the lifeblood of armies—that is an indisputable constant in military history. There will never be a revolution in military affairs until there is a revolution in military logistics. This means putting our faith in concepts like velocity management and total asset visibility, giving up the comfort of stockpiling supplies on an iron mountain. We have to depend on systems that will deliver the right support, at the right place, at the right time. We have to build the systems that will give us the confidence and responsiveness we need. Revolutionizing logistical affairs and business practices is not only central to preparing for future military operations, it is also the fulcrum of our effort to balance readiness and modernization. We mitigate our risks only if we aggressively follow through on our transformation of the Army's logistical and business practices.

Focused logistics will be the fusion of information, logistics, and transportation technologies to provide rapid crisis response, to track and shift assets even while enroute, and to deliver tailored logistics packages and sustainment directly at the strategic, operational, and tactical level of operations. We've demonstrated that in Bosnia, where the rules of engagement allow us to enforce peace and at the same time we're prepared to go to war in a heartbeat if required. We must be able to transition quickly from lethal to nonlethal means and to be able to deploy that capability on the battlefield in a way that is applicable to each. Logistically, we must be unencumbered. The brute-force logistics of the past, where we stockpiled massive amounts of supplies, will be inadequate for the military operations of the future—we can no longer afford the large amount of equipment that we traditionally moved from one place to the other during the Cold War. We must be able to move quickly around the world and provide our troops with the supplies and repair parts they need in a timely manner. –pp. 197, 231, 88, 126, 146

Mentoring

Through mentoring we gain confidence in our ability to power down and give subordinates the ability to learn and develop. Mentoring is what differentiates power down from power off. Through mentoring we can program for success without micromanaging.

Everyone wants feedback. We need to tell soldiers when they make mistakes and then coach them to succeed. Part of mentoring is listening to soldiers. You can always learn from them. –pp. 206, 18, 19

America's Army is unique in the world. Our advantage is the creativity, initiative, and ingenuity of our people. To foster this advantage, we must mentor the next generation of leaders. I'm not talking about some paper program but a real-life leader development program. This is not about picking out someone you like and making them a member of your fan club. This is about one-on-one, face-to-face counseling and preparing junior leaders for increased responsibility. This is what the operational assignment pillar of our leader development program is all about. It cannot be done without devoting adequate quality time to this particular task. This is a window of opportunity that we must leverage to build for the future. General Wilbur Creech, a great Air Force innovator and leader, said it best: "The first duty of any leader is to create more leaders." The greatest legacy we have is how well we've trained our subordinates. When it's all said and done and time to leave, that's our report card. –pp. 29, 205, 206, 18

Modernization

We are moving from an industrial age to an information age, moving from the Army of today to an Army based upon "Knowledge, Speed, and Power." Knowledge will come from being able to leverage the tremendous capabilities associated with the information-age technology. Speed has two aspects, to be able to move forces, soldiers, anywhere in the world as quickly as possible. The second aspect is to be able to have the mental agility to think quick and to turn inside an enemy's decision cycle and be able to *checkmate* him. In other words, we will remove his options so that he will have only two choices: to fight against overwhelming odds or to concede the conflict on our terms. Finally, it's about power—to be able to have the right force, for the right situation, to be able to mix and match forces so that we can meet the missions we're given. Knowledge, Speed, and Power will also help us conduct stability and support operations more effectively by enabling us to put "boots on the ground" in the right locations, quickly, and with the right capabilities to control people and places. Knowledge of the capabilities and locations of friendly and hostile forces, the ability to move quickly anywhere on the globe with the right kinds of forces to do the job, will greatly facilitate peacekeeping, arms control verification, disaster relief, noncombatant evacuation, and counterterrorist missions. –pp. 275, 272

The greatest potential threat to Army readiness is the medium—and long-term impact of an increased operational pace and insufficient modernization funding. By failing to modernize and update our equipment, we put tomorrow's soldiers at risk. In the event of conflict, a lack of modern equipment will cost the lives of brave soldiers. Soldiers with a technological advantage are not just more capable, they are more survivable. Providing soldiers the modern equipment they need helps to give them the edge. We cannot defer this until conflict seems inevitable. It is the irony of deterrence that we will be challenged when least ready. –Cong. Test., March 13, 1996

NCOs

The Army's NCO Corps is the finest in the world—it sets our Army apart and above every other. General Andrei Nikolayev, the Deputy Chief of the Russian General Staff, was on a two-week tour of military bases in the United States. After visiting the first base and seeing our NCOs in action he told one of his aides, *"I know that these men and women wearing sergeants' uniforms are really officers in disguise."* But as he went from base to base, and talked with the NCOs, he came to realize that they really were not officers. He was stunned and told Secretary of Defense William Perry that, *"No military in the world has the quality of NCO…found in the United States."* He went on to say, *"That's what gives America its competitive military advantage."* That's why we have the best military in the world. –pp. 99, 35, 15–16

The high quality of our NCO Corps was manifested in December 1995 when NATO, with almost 20,000 American soldiers, deployed into war-torn Bosnia-Herzegovina as part of the Implementation Force (IFOR) to enforce the provisions of the Dayton Peace Accord, introduce stability into the region, and set the conditions for peace to take hold. The operation

commenced when our soldiers bridged the Sava River between Croatia and Bosnia-Herzegovina under the worst conditions imaginable. The river was at a 100-year high—it was cold, icy, wet, and muddy—and our soldiers put that bridge in without a single injury. Our NCO Corps made that happen. The world media was impressed by the technical competence, drive, determination, and leadership of our NCOs. When one reporter asked how the soldiers endured the cold and went sleepless to complete the bridge, one young leader, SSG Robert Butcher of the 535th Combat Support Equipment Company, said that the soldiers *"weren't going to let the river win."* –pp. 35, 159, 104; Cong. Test., March 13, 1997

Army veterans across the country remember their sergeants. If they were in combat they remember the squad leader who saved their life; veterans from war and peace remember the drill sergeant who changed their life. Even Secretary of Defense William Perry, an enlisted soldier some years ago, remembers his drill sergeant with respect and admiration. As Sergeant Major of the Army Gene McKinney reminded them, they must live the *NCO Creed*: No one is more professional than the NCO, all soldiers are entitled to outstanding leadership, and our NCOs will provide that leadership. NCOs are the backbone of the Army—always have been and always will be. The Army's success today and in the future has been, and always will be, the result of our NCOs' enforcement of the Army standards of mutual respect, teamwork, and honor. –p. 99

The Army has earned the admiration of the nation and the world. From Bosnia to Korea to Kuwait to the Olympics to forest fires, floods, and storms, soldiers trained by our drill sergeants have performed magnificently. The Army's drill sergeants should justifiably feel proud of their part in this success. Drill sergeants accomplish minor miracles. They are charged with the tremendously difficult and absolutely critical task of turning our nation's young men and women into professional soldiers who can fight and win on the battlefield, soldiers who are worthy of being called "our Nation's credentials." Drill sergeants do more than touch the future of our Army—they make it. –pp. 98, 154

Readiness

While we change, we must continually provide trained and ready forces that are needed every day to support the nation's strategic requirements. The world permits no "time-outs" in preparing for the future. There has been over a 300 percent increase in the tempo at which we use ground forces since the end of the Cold War. We do not expect that pace to slow appreciably in the years ahead. So we must be prepared to develop future capabilities and, at the same time, be ever ready to place our soldiers in harm's way with the absolute confidence that we have done everything required to best prepare them for the job. As President Harry S. Truman reminded the nation after World War II, *"We must be prepared to pay the price of peace, or assuredly we will pay the price of war."* –pp. 110, 116; Cong. Test., Feb. 24, 1999

At the outbreak of WWII, the United States was suddenly caught in a strategy and forces mismatch, where our national interests far exceeded the capabilities of our forces. The great leaders of the Second World War, men like Generals Marshall and McNair, demonstrated remarkable leadership in creating an Army to fight a global war on very short order. They implemented new organizations, equipment, doctrine, and training methods overnight. They devised field trials to experiment with ideas and test men and machines. In winning, they also suffered 586,628 casualties. I could not but help wonder how different the campaign in Europe might have been if we had given these leaders more time and resources to prepare for the future, to develop the right equipment and right organizations so that we were prepared to mobilize for the crisis.

In August 1945, the American Army was the largest and most powerful Army in the world. Its 89 divisions had been instrumental in destroying the military might of the Axis powers—a tribute to the millions of brave men and women who served and the tremendous capabilities of corporate America. However, by June 1950, America's Army had been reduced to a shell of its former self. We had rapidly gone from 89 divisions and eight million soldiers to 10 divisions and less than 600,000 soldiers. In 1950 we learned that deterrence is in the eye of the beholder. The North Koreans looked at South Korea and were not deterred by the 10 understrength and ill-equipped American divisions. Once again we were surprised and once again we paid a very steep price for our unpreparedness. As General Abrams said in 1973, *"We paid dearly for our unpreparedness during those early days in Korea with our most precious currency—the lives of our young men. The monuments we raise to their heroism and sacrifice are really surrogates for the monuments we owe ourselves for our blindness to reality, for our*

indifference to real threats to our security, and our determination to deal in intentions and perceptions, for our unsubstantiated wishful thinking about how war could not come."

American history has shown, time and time again, that we have asked soldiers to go into harm's way on short notice to defeat a determined and dangerous foe. When that happens, we must be satisfied that we have done our best to prepare them for the task at hand and ensure that they have the very best weapons and equipment the country can afford.

We must always have an Army of sufficient quality and size to deter potential adversaries and meet our international obligations. We have reached the limit on how small our Army can be and still credibly accomplish the tasks currently assigned to us. Numbers matter. No amount of training or abundance of sophisticated equipment will suffice if we do not have enough quality soldiers to carry out the nation's bidding. To accomplish our missions many of our soldiers have had back-to-back deployments and extended separations from their families. The average American soldier assigned to a troop unit now spends 138 days a year away from home—and many special units such as MPs, air defense, and transportation have been carrying a heavier load. To accomplish the requirements of our national security strategy, we must be a credible and effective ground fighting force. Today we do not have the luxury of time—nor will we in the future. We must be ready to deal with the world as it is, not as we wish it to be. We have paid the price—in blood—too often to relearn that lesson.

Peace is the harvest of preparedness. As George Marshall said at the end of World War II, *"We are now concerned with the peace of the entire world. And peace can only be maintained by the strong."* –pp. 7, 8, 110, 29; Cong. Test., March 13, 1997, and March 24, 1999

Recruiting and Retention

The Army is blessed with an outstanding corps of professional recruiters who have done a tremendous job of bringing young men and women into the force. Supporting the *respond* pillar of the National Military Strategy requires above all else, a trained and ready force. Meeting this responsibility starts with recruiting high-quality soldiers. The Army is a learning organization, and that learning is the key to success and personal and professional growth. Potential recruits, and their parents, will see the valuable experience the Army provides.

Be as supportive as you can of our recruiting effort. If you are traveling around and you go by a recruiting station, stop in. Just say hello to those sergeants and the officers out there and tell them that they are doing a great job. They will love to see you. I do that every once in a while, and I think you will be as impressed as I am if you go in there and talk to them. Those recruiters work eighteen hours a day, in many cases six or seven days a week. That is what they have to do in order to make mission. They would appreciate you just stopping by and saying hello—and saying thank you. –pp. 228, 191; Cong. Test., Feb. 10, 1998

The very high reenlistment rates among units that have conducted the most frequent operational deployments under harsh and dangerous conditions say a lot about the professionalism of American soldiers. Our men and women know that they are well trained. They have the tools to put that training into practice. Most important, they believe their effort and sacrifice is making a difference, saving lives, protecting property, and contributing to freedom and prosperity in places where these words had no meaning until an American soldier stood behind them.

Our soldiers sacrifice a great deal to serve their country. It is our obligation to provide them and their families with fair and adequate pay, quality medical care, safe and affordable housing, and stable retirement benefits. We may enlist soldiers, but we retain families. We continue to ask so much of the Army Family every day—they deserve a quality of life equal to that of the society they have pledged their lives to defend. –pp. 102, 10; Cong. Test., Feb. 10, 1998

The Reserve Components

Our approach to Total Army integration must be consistent with our National Military Strategy and the strategic requirements for landpower. In this respect, we must thoroughly understand and appreciate the unique contributions of each Army component. Each force has distinct attributes that best suit the specific needs of *shape*, *respond*, and *prepare*. Active forces are ideally suited for forward presence, global rapid response, and frequent or prolonged deployments. The Army Reserve contributes critical support units, power projection and training enablers, and individual soldiers to support the Total Army. The Army National Guard, through its primary emphasis on combat units, provides critical enablers that complete the Army's capability to perform the full spectrum of

potential missions. In addition to their warfighting missions, they man the frontlines for homeland defense and domestic emergency response.

The Army Reserve and the Army National Guard add resilience to the force, providing the Army with the means to rapidly expand and tailor its capabilities to match the strategic demand for land forces. The United States Army Reserve and Army National Guard, in fact, comprise 54 percent of America's Army, by far the largest percentage in any of the Services. The Army could not function without them nor expand to meet the nation's often-changing global responsibilities.

Total Army integration is not about how reserve component units can supplement or replace active units—it is a process of combining the three components to create the force our nation needs—it is all about quality—ensuring we have the best mix of forces available to get the job done. *One Team, One Fight, One Future* represents the Army's concept for developing Total Army integration programs. More than just a slogan, these words reflect three ideas that are the core of our effort to provide the most effective and efficient landpower for the 21st century. The Army components must be supported, resourced, and modernized as one fully and completely integrated team. This team must function and fight together as a Total Army, with each component sharing in the duties and responsibilities of the nation's defense. Most importantly, the team must draw on the knowledge, expertise, and wisdom of senior leaders from across the force to make the right decisions to prepare the Army to meet America's future national security needs. These are the thoughts that stand behind our commitment to *One Team, One Fight, One Future*. –pp. 214, 215, 213

Fifty-three years ago, in one of the greatest examples of power projection the world has ever seen, we began the liberation of Europe with the invasion of Normandy. This enormous task commanded a total effort. In the first wave to hit OMAHA BEACH on D-Day, Regular Army soldiers from the Big Red One, the 1st Infantry Division, served alongside National Guard soldiers from the 116th Infantry Regiment, 29th Infantry Division—one team, one fight. Today elements of the 116th Infantry Regiment are at Fort Polk, Louisiana, preparing to return to Europe—this time to Bosnia—preparing once again to serve alongside the soldiers of the Big Red One. Fifty-three years have passed since we invaded Normandy, but it's still the same tradition. It's still the same teamwork. –p. 169

Our reserve component soldiers are our strongest link to the American people. The reserve components are the visible presence of America's Army in our nation's communities. The Army National Guard and Army Reserve expand the opportunities for every citizen to serve the nation and expand our nation's power, making America equal to any challenge wherever and whenever it might appear. –pp. 212, 215

Resources

We know we have a great Army, but we also recognize keeping it great is no easy task; it requires tough, difficult choices, and one of the most difficult is how to balance requirements with resources. We have to do the best job with the resources we have. We owe that to the American taxpayer—and more importantly, we owe it to our soldiers.

America's Army is cost-effective. Our Army receives less than 25 percent of the total Department of Defense budget. Spending on the entire Army accounts for less than 1 percent of GDP—the lowest level of spending since Pearl Harbor. Our reduced resourcing reflects both the change in the nation's national security needs since the end of the Cold War, and the priority given to balancing the federal budget in order to maintain the health of our economy. And this shift has had a profound effect on our nation. Reduced defense expenditures have amounted to a peace dividend of $700 billion over the last decade. And this year for the first year in almost thirty years we have a balanced budget, a budget surplus, and a thriving economy. This should not be surprising, for during the same time, the Army has helped maintain peace and stability around the world, stability that has added almost 2 million jobs to the American economy. –pp. 240, 10

Responsibility

The American people trust us in a way they trust nobody else. They give us their sons and daughters and they expect us to take care of them. They do not ask what we are going to do with them. They just expect us to do what is right. That is why the opportunity and responsibility to train these young men and women and to ensure they are prepared to do their mission when they deploy is so important. –p. 36

The end of the Cold War was a victory for the people of the world, and as a global leader we have an

obligation to do what we can to make the next century safer and better than the one we are about to complete. You will deal with a wide range of responsibilities from warfighting to peacekeeping. That is a reflection of the world we live in. We are involved with shaping the future—shaping the future and making it better for our children and grandchildren—and what a wonderful opportunity that is—and what a great challenge. –Cong. Test., May 21, 1997; USMA, May 28, 1998

Soldiers

No one gives more than an Army soldier. In Bosnia, America's Army undertook the difficult mission of bringing peace to an area of the world mired in ethnic hatred and civil war. There is no doubt that thousands of people in that area owe their lives to the sacrifices and service of our soldiers. The promise of a brighter future is also within their grasp and really up to the people in that land. I cannot imagine a greater gift to give than the one our soldiers are giving. What a great contribution to make to society. –pp. 229, 159, 184

Some soldiers win fame and honor on the battlefield. Others quietly contribute every day to winning the peace for us, our children, and our grandchildren. In Central Europe the accession of Poland and the Czech Republic to full NATO membership has been ably assisted by the hard work of our soldiers serving there. In Bosnia they endure considerable hardship in order to ensure that the people of that war-torn land have an opportunity for a future. No bands, no parades for them—but they know in their hearts that their efforts will help to assure peace in Europe and the world for the next generation. We're so very fortunate to have them. –pp. 135, 184

Whatever we do—wherever we go—we must never forget it is all about the American soldier. They suffered at Valley Forge. They were the "first wavers" at OMAHA BEACH. They walked point in Ia Drang. They crushed the Iraqi Army. They separated warring factions in Bosnia. The secret of success for us is very simple; it's the young men and women who serve in our Army today. These are wonderful, wonderful young men and women. –pp. 238, 227, 237

The most important and the "smartest" weapon in the Army's defense arsenal is the soldier, carrying out the will of the nation. They ask for so little and they do so much for our Army and for the Nation. Ultimately, America's soldiers will be the ones to achieve the nation's goals. The Army's strength always has been, and always will be, the American soldier—our nation's tired, cold, dirty, magnificent soldiers. –pp. 91, 160, 83; Cong. Test., Feb. 4, 1997, and March 13, 1997

The 8th ID in World War II: In September 1944, on the Crozon Peninsula, German MG Hermann Ramcke asked to discuss surrender terms with the American Army. General Ramcke was in his bunker. His staff brought the 8th Infantry Division's Assistant Division Commander, BG Charles Canham, down the concrete stairway to the underground headquarters. Ramcke addressed Canham through his interpreter. He said, *"I am to surrender to you. Let me see your credentials."* Pointing to the American infantrymen crowding the dugout entrance, Canham replied, *"These are my credentials."* That sentiment is true today. *Soldiers are our credentials!* –p. iv

The Army has provided 220 years of selfless service to our nation. Millions of Americans have served in this great Army. They have accomplished a great deal and have made many sacrifices. The greatest and enduring lesson of our past is that people are the single most important element of any successful force. The great spirit, courage, selfless dedication, and commitment, so clearly demonstrated by American soldiers throughout history, have passed from generation to generation to the talented people that make up today's Army. Today's soldiers continue to make this the finest Army in the world. –p. 3; Cong. Test., Feb. 24, 1999

Soldiers come in all sizes, all colors, and from different races. There is not an adequate way to describe them. MacArthur did it best when he described him as *"one of the world's noblest figures, not only as one of the finest military characters, but also as one of the most stainless. His name and fame is the birthright of every American. In his youth and strength, his love and loyalty he gave all that mortality can give. He needs no eulogy from me or from any other man. He has written his own history…. When I think of his patience under adversity, of his courage under fire, and of his modesty in victory, I am filled with an emotion of admiration I cannot put into words. He belongs to history."* Wherever I have been in the last 37 years I have seen those soldiers of whom MacArthur spoke. They have done the nation's bidding. They were a band of brothers; they sacrificed and served. *"They have drained deep the chalice of courage,"* and some gave, as Lincoln said, *"The last*

full measure of devotion." They made things better, and they made a difference. Soldiers—what a noble title. –pp. 276, 241–242, 279, 237

What a magnificent story Steven Spielberg tells in his film *Saving Private Ryan.* For me the most profound moment was when Private James Francis Ryan from Iowa was standing on the windswept cliffs of Normandy, by the sweeping fields of crosses and stars of David—youth long gone, the war and the terror of Normandy many years in his past—and he turned to his wife and said, *"Tell me I'm a good man. Tell me I did a good job."* He had to know if saving him had been worth the sacrifice of Captain John Miller and a handful of brave men. But *Saving Private Ryan* was more than just a movie about Captain John Miller and the men who saved James Francis Ryan. It was about a generation who saved the world, a generation who gave us the priceless gift of freedom, and a generation that told us, as John Miller told James Francis Ryan at the end, "Earn it." All of us who serve in the military today take that charge to heart. There are thousands of monuments to the American soldier from the bronze and marble monuments rising on the fields of Gettysburg to the simple crosses in Arlington. Each speaks to a special moment of service and sacrifice. Each reminds us of the men and women of America's Army—working at a refugee center in Bosnia, standing guard at the DMZ in Korea—America's sons and daughters—our most precious asset. It is in their eyes, in their hearts, and through their deeds that we answer James Francis Ryan. Yes, the American soldier has led a good life. –pp. 242, 237

Strategic Environment/Threats

Today's global security environment remains complex and full of unknowns. No longer are we confronted with "a clear and present danger." Traditional national and ethnic enmities will sustain the demand for high-technology weaponry, further retarding economic development while raising the cost of conflict. Ethnic divisions that were suppressed by the Cold War can erupt with suddenness and ferocity, as the tragedy in Bosnia-Herzegovina demonstrated all too vividly. The proliferation of weapons of mass destruction (chemical, biological, and nuclear), the threat of terrorism, international crime, and drug trafficking pose a serious danger to the security of the United States and to global stability. Uneven economic development will prolong poverty throughout many parts of the globe, promoting terrorism and malignant drug-based economies. The gap between rich and poor societies has expanded dramatically, separating nations and continents into fundamentally different worlds. We must also anticipate that our military forces will face transnational threats whose power, influence, and interests transcend borders. The pace of global urbanization is another issue of growing importance for military operations.

The current and projected security environments suggest many potential challenges from either states or individuals who comprise "transnational groups." Faced with superior US conventional military power, potential foes are far more likely to seek out asymmetrical responses and countermeasures, avoiding our strengths and attacking our vulnerabilities. Potential foes may devise unique weapons or strategies that avoid direct confrontation with our combat forces and strike at our bases, diplomatic posts, economic interests, telecommunications, computer networks, or the American homeland. In addition, we may have to conduct many different types of military operations (working with the other Armed Services and federal agencies) possibly simultaneously with little or no reaction time.

Conflict today is marked by increased precision and firepower across expanded battlefield dimensions, increased speed and tempo, the ability to see the enemy at any time and anywhere and the means to take the battle to him continuously. Precision-guided munitions and high-technology weapons proliferation among developing nations will make future battlefields, even in the developing world, high-risk environments. Increasingly lethal weapons, along with enhanced sensors, sophisticated countermeasures, and reduced signature platforms will provide regional adversaries with capabilities that are disproportionate to overall force size or level of economic development. –pp. 5, 117, 207, 255; Cong. Test., March 13, 1997

Teamwork

Teamwork, the ability to work together for a common cause, is critical to everything the Army does. The breadth and depth of Army operations, the many ways we use our force to secure the safety of the American people, demand a high level of teamwork. We have to be able to take soldiers with diverse backgrounds and experience and combine them into effective, cohesive

teams, often very quickly under stressful and dangerous conditions. And we must form these teams constantly and unendingly, building teamwork, and then forming new teams to meet every mission.

Shared standards and shared experiences create the cohesion that is extremely important to building trust among soldiers. When that experience is done to standard, it builds cohesion and teamwork. Teammates complement one another's strengths and compensate for one another's limitations. The result is a unit whose performance as a whole is greater than the sum of the individual efforts of its members.

Teamwork is absolutely essential for units to fight and win on the battlefield or to perform other critical, tough missions. Soldiers have to know that they can rely on each other and their leaders; this fact mandates mutual trust and respect. Soldiers who don't treat each other with respect cannot be relied upon to risk their lives for each other on the modern battlefield. Developing these values—this discipline and teamwork in soldiers—takes both time and resources, but it is a necessary process.

The Army must create an environment where all soldiers, regardless of race or gender, feel that they are vital members of the team. The Army is a diverse organization. There is great strength in this diversity and we can only leverage that strength when everybody feels they are a valued member of the team. We have been successful for 221 years because of the strong bond of trust and confidence shared by our soldiers. This trust and confidence is based on our commitment to Army values, discipline, and teamwork. These fundamentals have been the touchstone for our efforts during the last year and the azimuth for the path we will take to the future. –pp. 163, 251, 164, 247, 163, 154, 231; Cong. Test., March 13, 1997

As I think back over my 37 years of military service, I have learned that the Army's waxing and waning has had less to do with the resources available than with our commitment to pull together. The Army is at heart a community, a community of active, National Guard and Reserve soldiers, civilian employees, and their families. Communities thrive when people care about one another, work for the common good, and trust one another. Today's Army is seeded with this spirit and sense of community, the commitment to address our shortfalls and build upon our strengths. I am optimistic about the future and convinced that because we hold tight to a strong tradition of commitment to one another, we are and will remain the best army on Earth. –pp. 246, 217

Technology

There is a tremendous synergy that you get from being able to know where all the friendly forces are 100 percent of the time and being able to locate a large number of the enemy all of the time. It enables you to do certain things that you never have done before on the battlefield. The tactical agility associated with this type of knowledge gives you the speed necessary to turn within the enemy's decision cycle. By ensuring that the right force is at the right place at the right time we have the power necessary to accomplish any mission.

I traveled to the National Training Center with Secretary of Defense William Cohen and we visited the task force operations centers and the operations officer talked to him about situational awareness. He said, "*You know, before we had situational awareness, before we were able to answer the questions, 'Where am I?' 'Where are my buddies?' and 'Where is the enemy?' I spent 70 percent of my time gathering information, and 30 percent of my time trying to make a recommendation or give advice to the command. With situational awareness, that's reversed. I now spend 30 percent of my time gathering information and 70 percent analyzing it and making recommendations.*" That is powerful. –pp. 73, 269, 126–127, 142

The key to winning future wars is learning how to use information systems to best advantage. Getting the most out of our future force will not happen without deliberate, disciplined effort. Technology can become a straitjacket for the military mind as easily as it can be used to unleash the power of our soldiers. During the Vietnam War, helicopters could whisk commanders to any battlefield at any time. Some used this technology to extend their control over subordinate leaders. We called them "squad leaders in the sky." We must be smarter than that! Leading in the Information Age requires new trust and confidence—trust in technology and the confidence to share information and decisionmaking. New information systems serve as "enablers" for shared understanding, trust, and synergy. They allow for rapid and accurate commander's intent dissemination and promote immediate group discussion and interaction to foster high-quality, effective battlefield performance. Without discipline, accumulating masses of data through information technology can quickly lead to over-centralized decisionmaking. We must have the trust and confidence to empower leaders at all levels

with information, allowing them to exercise their good judgment and initiative. –pp. 247–248, 175

Information Age technology offers the Army the opportunity to greatly enhance mobility, lethality, and communications. There is much talk about what technology is going to give us—and it will—to a point. Technology is critical but it will not change the fundamental principles of war or the foundations upon which the institution of the Army rests. The cornerstone of America's Army will continue to be quality soldiers who possess a strong sense of values. To some the idea of Information Age warfare conjures up images of bloodless conflict, images that resemble a computer game more than the bloody wars we have known in the past. Nothing could be further from the truth. The style of warfare will change, but its impact on nations, armies, and soldiers will not. The fates of nations and armies will still be decided by war, but with speed and lethality unmatched in the past. It is also false to believe that new technology will automatically result in large-scale reductions in the size of the Army. All these capabilities that we talked about—to reassure, to support, to deter, and to compel—are embedded in the United States Army. But they require boots on the ground. Whatever technological and operational changes may occur, however, soldiers will always be the key to victory. We'll keep our combination of high technology and quality soldiers. It's unbeatable. –pp. 160, 91, 74, 46

The Total Army

The first and oldest Army tradition is our citizen-soldier heritage. The idea of the citizen-soldier is the heart of republican democracy. This tradition recognizes that citizenship carries both rights and responsibilities. Foremost among our responsibilities is each citizen's obligation to serve the common good and, when necessary, to take up arms in the common defense. The opportunity and honor to serve this great country are an essential part of what binds us together as one people. A clear but bitter lesson of the Vietnam War is that when America fights with anything less than a Total Army effort, we diminish ourselves. Committing the Total Army is an unmistakable statement of our nation's purpose, a bold declaration to any foe that they are facing the resolve of all Americans. Learning this lesson well after the Vietnam War, Army Chief of Staff General Creighton W. Abrams restructured the force, ensuring that in future conflicts America's Army would fight the first battle together. This fundamental concept remains at the core of the Army's traditions.

Today's Army is a multidimensional team. It is composed of active component, Army National Guard, United States Army Reserve, Department of the Army Civilians, as well as many different races and creeds, men and women. Our unity as a total force is evident when I travel and talk to soldiers. When I ask them, "Where are you from?" or ask them whether they are Army National Guard, Army Reserve, or active component, they really do not care. The soldiers always focus on the fact that they are wearing U.S. Army tags on their BDUs.

We can be optimistic about the future. We know that in peace and war we must always depend on each other. As a smaller Army, it is more important than ever that we leverage the capabilities of entire force (active, Reserve, and civilian), our nation's industrial base, and the academic genius of our learning institutions. We are one Army whose sum is far greater than any of its parts. We must maximize the unique capabilities and talents each component brings to the warfighting table. Our commitment to one another is the key to remaining the best Army in the world. –pp. 213, 166, 193, 217, 4

Tradition and Heritage

Values and traditions are the soul of the Army. For over two hundred years, from Bunker Hill, to Gettysburg, to the Bulge, and on to Somalia, these values and traditions were forged by the harsh and unforgiving flames of combat. The Army and its soldiers draw strength from our values and traditions. They are and will always be our anchor in difficult and turbulent times. They inspire us to do what is right, day-in and day-out, in peace and in war. They are the keys to our success in the future. –pp. 162, 239, 173

Ours is a profession filled with glorious traditions and as we move to the future, we shall build on those great traditions. Tradition and ceremony are the torch by which we pass the light of our Army values from one generation of soldiers to the next. We need to keep that torch burning brightly to light our way into the 21st century.

General Jonathan Wainwright, when he surrendered at Corregidor and as he brought the American flag down for the last time, folded that flag and gave it to a young soldier and said, *"Young man, carry this flag and when it's all over give it to the Secretary of War."*

The soldier took that flag and he carried it to his death. Before he died, he gave it to a second soldier who was so weak that he could not carry the whole flag, but he took a scissors and cut a piece of cloth from the flag and sewed it inside his field jacket and true to his charge, he carried it to the end of his ordeal. He presented the patch of cloth to the Secretary of War. Today that tattered piece of the red, white, and blue hangs silently on the walls of the museum at West Point and speaks volumes about the courage, the selfless service, and the sacrifice of our soldiers. It speaks volumes about the spirit of an Army that couldn't be beaten, no matter what the odds.

Why do we keep going back to memories of the past? Because today's soldiers are linked to the soldiers of the past. There's a brotherhood in history. We must never, never forget their lessons. –pp. 169, 38, 168

Training

At 1607 hours on 26 February 1991, Captain H. R. McMaster led a nine-tank formation across a desolate part of the southern Iraqi desert. As McMaster crested a small rise, he encountered nine Iraqi T-72s dug in on the reverse slope. In a short fight lasting only 28 minutes, 2d Armored Cavalry Regiment's E Troop destroyed 28 Iraqi tanks, eight BMP Soviet armored personnel carriers, and nearly 50 other vehicles. This action and others like it during Operation DESERT STORM and missions in Rwanda, Somalia, Haiti, and Bosnia have earned the U.S. Army the reputation as the best-trained army in the world. The execution that earned this reputation, however, was not an accident and did not occur overnight. One of the most important lessons learned from DESERT STORM was that the war was not won in 100 hours or 9 months. Developing the combination of people and equipment that performed so magnificently in that operation took us more than 15 years. DESERT STORM's success was not magic, but rather the direct result of tough, realistic, training honed to a razor's edge at home station and in our Combat Training Center (CTC) program. –p. 51

Commanders in Bosnia are blazing new trails. They are dealing with the challenges of how you separate warring factions and build trust in an environment previously devoid of it. There are no school solutions about any of these problems and in fact the people on the ground are writing the book. Yet, no one seems daunted by the challenge. There are a lot of reasons for that. First and foremost, the soldiers have been well trained. They are confident. I talked to a number of them and they all told me that they had not experienced any surprises. Pre-deployment training had been tough but realistic. This is the proof of the pudding and Bosnia validates the need for tough, realistic training. –p. 22

Our CTC program is the crown jewel of the Army training program. CTCs are about training hard and learning. What really counts is how much units learn and improve during the course of a cycle. By that measure, units are still learning the vital skills that will make them winners on the battlefield. By that measure, learning is winning. The CTCs provide units with a focused, distraction-free, and realistic training environment unavailable at home station. Additionally, the CTCs provide a high-quality, experienced cadre of observers, controllers, and opposing forces that also cannot be replicated at home station. The teaching, coaching, and mentoring they provide is one of the greatest benefits of the process. We never attempt to compare one unit's performance against another. There are two reasons for this. First, the conditions are never the same and, more importantly, we must protect the integrity of the after action review process. I firmly believe that our AARs are both unique and the true strength of our training process. The minute soldiers and leaders feel that they are going to be criticized for their mistakes we will change the learning and assessment process of the CTC program to an evaluation process and we will destroy the goodness of what we are doing there. –pp. 202, 199

FM 25-101 states that the CTCs were designed "to provide the most realistic training short of combat." We want this experience to be the toughest experience our soldiers will ever have to endure—"the more we sweat in training the less we bleed in war." In meeting this objective they have been a remarkable success. The CTCs give us the unique ability to synchronize all elements of the combined arms team in an environment that closely approximates combat.

The sophistication of the CTCs has increased by "an order of magnitude" since the end of the Cold War, but continues to be focused on tough, realistic, high-intensity combat. We need to begin to look at expanding their role in training for the asymmetrical threats we anticipate our soldiers will face in the years ahead. This training will not dilute or detract from our warfighting focus, but it will place additional emphasis on emerging threats, such as urban combat, the proliferation of weapons of mass destruction, and the

greater intermingling of combatants and noncombatants on the battlefield. –pp. 55, 199; Cong. Test., Feb. 10, 1998

More training is not always better training. I do not believe we can do more with less. However, I do believe we must get the best out of what we get. Fewer but higher-quality training events are more important than ensuring every moment on the training schedule is chock full of activity. Sometimes less is better. Former Army Chief of Staff General Gordon R. Sullivan's adage that *"More is not better, better is better,"* is true today.

The Army must move more toward a "continuum of training." Training realism must be achieved at home and at the CTCs. Commanders must train within the band of excellence throughout the year. Home-station training plays a large role in sustaining readiness within that band of excellence. CTC rotations should not be viewed as "Superbowl" events. Our Army *never* has an "off-season." –pp. 248–249, 54, 55

Values

Values and strong bonds are what make soldiers successful and inspire the sense of purpose necessary to sustain our soldiers in combat and help them deal with the demanding requirements of all other military operations. Values are at the core of everything our Army is and does. The ethical revolution after Vietnam again reminded us of the vital importance of our core values: Loyalty, Duty, Respect, Selfless service, Honor, Integrity and Personal courage. You can remember those because the first letter of each word spells out the abbreviation "LDRSHIP." We don't want you just to remember those words, we want you to live them, we want you to lead from up front in all that you do. As Drill Sergeant of the Year SFC Mark Barnes said, *"How you inspire and lead has a lot to do with what obstacles soldiers can overcome."* –pp. 78, 114, 123, 113, 111, 276, 253

The values on which we have created the premier land combat force in the world will be critical to our success in the years ahead. Values are the solid foundation upon which the Army is built, values which define the fundamental character of the United States Army. In the future, a source of strength will be these values. They are the signposts that will guide us from the past to the future. They are the constant that makes a difference. Values and traditions have sustained us for 222 years—through the good times and the bad. They sustain us today, and God willing, so will it always be. –pp. 123, 169, 14

Leaders of character and competence live Army values. They build and maintain an Army where people do what is right, treat others as they themselves want to be treated, and where everyone can truly be all they can be. You have to spend time discussing values, explaining to new soldiers coming into the Army what values are all about, and reinforcing those values to all soldiers on a daily basis through leadership, action, and example. Internalizing these values—living them—is what builds professional soldiers. –pp. 83, 114, 161, 162

Values that emphasize only individual self-interest are cold comfort in times of hardship and danger. Rather, the Army emphasizes "shared" values, the values that make individuals reach beyond themselves. Army values build strong, cohesive organizations that, in turn, become the source of strength and solidarity for the team. –p. 251

We must recognize the importance of balancing moral and physical courage. Physical bravery is without question an important part of being a soldier. There will always be a special place for the extraordinary heroism that is the legacy of American soldiers in battle. But bravery in battle is only part of what makes a successful soldier. Soldiering is also about the moral courage reflected in the discipline and mental toughness to handle both lethal and nonlethal engagements. Today's soldiers must be able to implement disciplined rules of engagement under stressful and demanding conditions. Our soldiers' performance in Bosnia is an outstanding example of the other "face" of courage. –p. 247

Don't ever forget your values—*Duty, Honor, Country*. *"Those three hallowed words reverently dictate what you ought to be, what you can be, what you will be. They are your rallying points to build courage when courage seems to fail, to regain faith when there seems to be little cause for faith, to create hope when hope becomes forlorn."** Over 37 years, from Vietnam to the Pentagon, those three hallowed words, *Duty, Honor, Country*, have never failed me. They won't fail you either. –p. 276 * GEN Douglas MacArthur

General Dennis J. Reimer: 1995–1999

Victory

From World War II we learned that victory in battle really comes from a balance in moral and material strength. Our industrial base gave us the weapons of war, but it was the support, the energy, and the initiative and sacrifice of the American people, and our friends and allies around the world, that enabled us to endure.

To Americans the terrible struggle in Korea will always remain foremost for us a lesson in the cost of unpreparedness. The outbreak of the Korean War was a bitter reminder that the lack of a modernized, capable military force in a troubled world is not a good precursor for peace. In contrast, Vietnam taught us that the lack of strong moral unity, within the nation—within the service itself—with friends and allies—can be equally devastating in war. After the twin lessons of Korea and Vietnam—the American Army entered the 1980s with introspection and renewed determination. The result was an impressive performance in DESERT STORM. This success was a combination of material improvement, and equally important, moral reinforcement through training, through an emphasis on values of service to the nation, through closer ties to our citizens, through teamwork with our coalition partners.

And from DESERT STORM we have learned more lessons about the balance of material and moral forces—both requirements for today and the future. DESERT STORM demonstrated that material strength alone is not a guarantor of victory. All weapons have their limitations. Precision-guided munitions, for example, made significant contributions but they are not the solution to every military problem. As the potential of future threats demonstrates, no thinking adversary, even one substantially overmatched in conventional military power, will allow an opponent to execute a plan unchecked. They will develop countermeasures and asymmetrical responses. War is constant struggle of action and counteraction between two determined foes. This is a lesson we will never forget.

DESERT STORM also reinforced the importance of the link between soldiers and citizens. For example, during the war we had a critical shortage of tires for our heavy trucks. It turned out there was only one manufacturer for the tires in the whole country. This private company immediately offered to contact its dealers throughout the nation and ask them to ship whatever stocks they had to the nearest airport. In Waco, Texas, there was a local tire salesman named Ken Oliver who had 74 tires. When he heard of the Army's need, he rented a cargo trailer with his own money, hooked it up to his pickup truck, and drove all night to the closest air force base. He said that he had "figured our troops must have needed those tires as quickly as possible and he didn't want waste any time getting them there." DESERT STORM truly reflected the commitment and resolve of the American people when they are behind a noble and just cause. That in essence is how America sees its Army. –pp. 145, 146

Vision and the Future

We must build the Army of tomorrow, the Army that will be required to meet the needs of a vastly different world. The secret of future victories lies in what we do today to prepare the force for the tasks ahead. Our vision of the Army is a direct legacy of the bloody lessons learned on the battlefield. A vision that is rooted in the tradition of 224 years of selfless service and mission accomplishment—a vision that will ensure our ability to meet the nation's needs of the 21st century: trained and ready, a force of quality soldiers and civilians; values-based, an integral part of the joint team, equipped with the most modern weapons and equipment, able to respond to our nation's needs, changing to meet the challenges of today, tomorrow, and the 21st century. Whatever surprises the new millennium may have in store one thing is certain—we can look to our roots, to our legacy as the "Sword of the Republic," to help us prepare our Army for the future. –pp. 8, 9, 3, 34; Cong. Test., Sept. 29, 1998

In the United States we have a flourishing market of futurists—respected thinkers who tell us how the world will be in the next century. But mostly what they do is extend current trends to the future—and depending on which trends they pick, we are either entering a coming age of anarchy or the end of history. *But our past tells us that the future is not a trend. It is something we fashion with our own hands.* –p. 147

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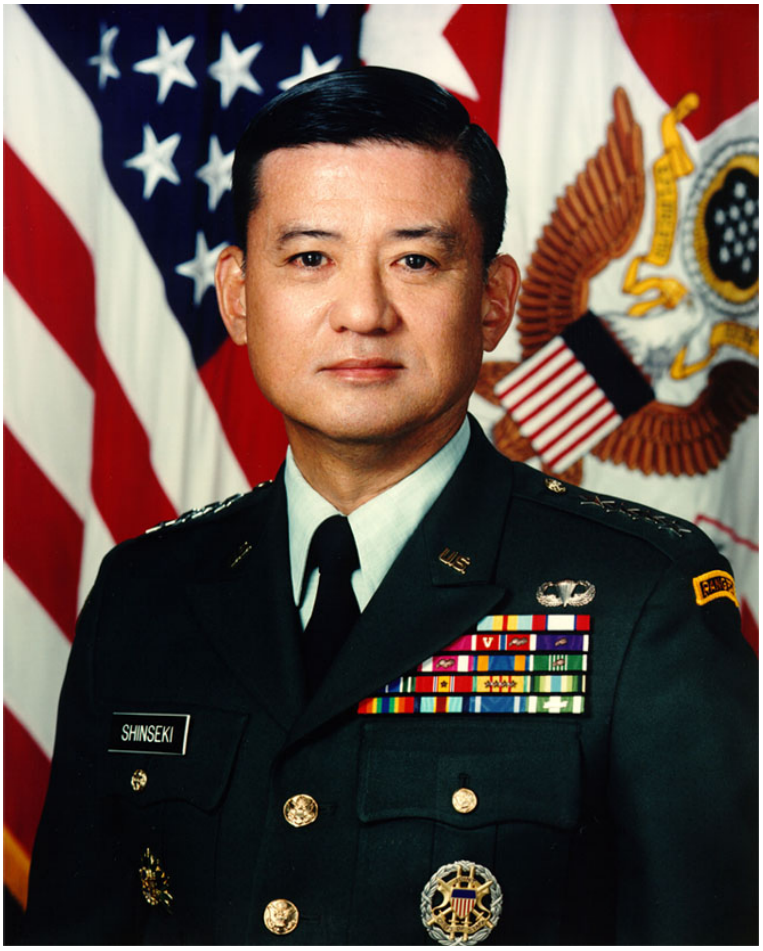
God bless our great soldiers, past and present. God bless the great Nation they serve. –p. 171

General Eric K. Shinseki

United States Army Chief of Staff
June 1999–June 2003

General Eric K. Shinseki served as the thirty-fourth Chief of Staff, United States Army from 1999–2003. The quotations in this chapter were drawn from his written and spoken words including major addresses to military and civilian audiences, articles, letters, memos, messages, White Papers, and Congressional testimony. The addresses, articles, memos, messages, and other material used are listed in the bibliography.



Subjects

Army Missions and Purpose

The Army and the Nation

Combat, and Cohesion in Combat

Courage

Families

Higher Purpose

Leadership

Leadership Development

NCOs, and the NCO/Officer Relationship

Peacekeeping

Readiness and Transformation

Respect for Others

Soldiers

Strategic Environment/Threats

Training/Professional Development

Values

Vision and the Future

General Eric K. Shinseki: 1999–2003

Army Missions and Purpose

The Army exists for one purpose—to serve the Nation. By law, The Army is assigned the tasks of defending the United States and its Territories; supporting national policies and objectives; and defeating nations responsible for aggression that endangers the peace and security of the United States. These tasks, in the context of the international security environment, drive the size and shape of The Army. *The Army* is a strategic instrument of national policy that has served our country well in peace and war for over two centuries. –Cong. Test., June 13, 2001, and Feb. 10, 2000; The Army Vision, Oct. 1999

Our non-negotiable contract with the American people is to be a warfighting Army—persuasive in peace, invincible in war. But our soldiers also maintain the peace. Soldiers enable America to fulfill its world leadership responsibilities of safeguarding our national interests, preventing global calamity, and making the world a safer place. They do this by finding peaceful solutions to the frictions between nation-states; addressing the problems of human suffering; and when required, fighting and winning our Nation's wars. For over 225 years, American soldiers have answered the Nation's call to duty, faithfully and selflessly performing any mission that the American people have asked of them. –Memo, June 23, 1999; The Army Vision, Oct. 1999; Cong. Test., March 1, 2000, and June 13, 2001

The Army is the decisive landpower component of the U.S. military. We provide the capabilities which only the Army can bring to the fight: the ability to control terrain and populations. People live on the ground; they have their problems on the ground; they attempt to regulate their affairs through government on the ground. If required, the Army can scale its capabilities precisely to compel better behavior on the part of antagonists or, if necessary, to close with and destroy adversaries with decisive force. These requirements are timeless. –Address, Oct. 22, 2002; Cong. Test., Feb. 10, 2000

Decisive landpower uniquely and critically reassures our allies, counters international threats, and defends U.S. interests when deterrence fails. And when resistance is overcome, landpower provides the force to guarantee compliance with peace terms. Finally, it supplies the protection that enables the establishment of legitimate authority and rebuilding in areas of conflict. In short, landpower provides the National Command Authorities and the warfighting CINCs (Commanders-in-Chief) the flexibility to respond to and resolve crises. –Cong. Test., July 30, 2001, and Feb. 10, 2000

Warfighting is job #1. The Army's core competency remains fighting and winning our Nation's wars; however, the Army must also be capable of operating throughout the range of conflict and also capable of executing the broader requirements of the National Security Strategy (NSS) and National Military Strategy (NMS) across the full spectrum of operations. The spectrum of likely operations describes a need for land forces in joint, combined, and multinational formations for a variety of missions extending from humanitarian assistance and disaster relief to peacekeeping and peacemaking to major theater wars, including conflicts involving the potential use of weapons of mass destruction. As the Nation's largest land combat force, globally engaged and comprising a wide range of specialized skills, The Army is the force the Nation relies on most heavily to perform the full spectrum of military operations. –Memo, June 23, 1999; Cong. Test., March 23, 2000, and Feb. 10, 2000; The Army Vision, Oct. 1999

When America puts a Soldier *on point* anywhere in the world, that is a statement of national commitment, of the will to see things through. The Army is always in contact, fighting the close fight, literally and figuratively. –Address, June 22, 1999; *Green Book*, Oct. 1999

The Army conducts an extensive array of shaping operations. In FY1999, U.S. soldiers continued to facilitate civil implementation of the Dayton Peace Accords in support of NATO operations in Bosnia. Elsewhere, U.S. soldiers stood with our allies in Korea and the Persian Gulf to deter aggression, and played a major role in the Partnership for Peace and other engagement programs in Europe to promote stability and interoperability with allies and former adversaries. Soldiers are deployed for the eighteenth consecutive year of peacekeeping operations in the Sinai. They provided training on humanitarian de-mining operations in twenty-two countries, supported the war on drugs at home and abroad, and performed civil assistance missions from Mongolia to Latin America. In every corner of the globe, Army shaping activities promoted regional stability and improved conditions in support of U.S. values and interests. –Cong. Test., Feb. 10, 2000

America remains the most potent military power in the world, and The Army provides the land component of

that capability. The nation has three other elements of power with which it seeks to engage other nations and actors in the international arena: political, economic, and information power. We effectively exercise our strengths and leverage our influence through these elements, individually and collectively. There are points of stress around the globe where we have exercised these elements of national power. Points of stress threaten the sovereignty of neighboring states and the stability of their regions.

The National Security Strategy addresses three core objectives: enhancing America's security, bolstering America's economic prosperity, and promoting democracy and human rights abroad. Despite our very significant advantages, this less stable, more fractured world complicates our ability to achieve these objectives. Compounding our challenges are the growing threats of terrorism, narco-trafficking, organized crime, and the proliferation of weapons of mass destruction. Cultivated by the spread of aggressive ideologies, these phenomena appear to be converging on a dangerous nexus. Individually, these "complicators" have traditionally been the province of police forces. If they achieve nexus, however, these complicators and other nationalist and transnational threats will further cloud the strategic environment, making it far less predictable than we would like and far more dangerous for police forces to confront.

Achieving our strategic objectives means restoring predictability and enhancing global stability. Our contribution to stability includes peacetime engagement; crisis management; deterrence; and the kind of rapidly deployable, overwhelming combat power that enables such capabilities. Should deterrence fail, these forces must be able to fight and win decisively. There will most certainly be another war in our future. Our Army will be ready. –*Green Book*, Oct. 2000; *Green Book*, Oct. 2001

The Army and the Nation

This month, we celebrate The Army's birthday—the annual commemoration of *our magnificent institution's legacy of selfless service, sacrifice, and honor that stretches back in time for over two and a quarter centuries.* That legacy is manifested in the determination and plain grit that Soldiers demonstrate each and every day. From the first battle of the American Revolution to our ongoing war against terrorism, and in conflicts around the globe and across the spectrum of military operations, *Soldiers have provided the sword and shield that protects our Nation.* –Army Birthday Memo, 2003

How do we measure the Army's service to this Nation? You can certainly measure it in terms of years—225 of them—of continuous devotion to the cause of peace and freedom within this wonderful democratic experiment. Or one can measure that service by the great wars we have fought; or in the number of battle streamers displayed with the Army Colors—174 of them. The real measure, however, is in the lives of soldiers who, time and again, answered our nation's calls to duty, fought its wars, and earned those streamers. We are The Army, and we will prevail in this new century. –Addresses, June 1, 2000, and June 14, 2001

Every place I've gone, I find Soldiers who love the Army, and willingly accept the risks and sacrifice that come with serving in it because they believe in what the Army does. This is a peaceful nation; this is an Army that responds to the instincts of a democracy. We live in a great Nation—a force for good in a troubled world. Wherever soldiers serve, we are part of the Nation's solution to its tremendous world leadership responsibilities. –Addresses, Oct. 16, 2000, Oct. 22, 2002, and Dec. 4, 2002; The Army Vision, Oct. 1999

Our soldiers are proud and capable and honorable. When a mission goes down out there, there isn't a general present. It's some young officer, or young noncommissioned officer, making it happen on the ground. –Address, Oct. 16, 2000

The senior leadership of our nation—the administration, the Congress, the Department of Defense—deserve a full hearing of the requirements of national strategy. Only in this way can they fully appreciate the effect that resource constraints would have on that strategy. Such a constraint defines the sobering reality of risk. We, as senior leaders, must understand that risk. And if we decide to accept such a risk, we must acknowledge that the cost of that risk will be measured in the lives of the young Americans we send into harm's way.

We are the lead nation in the world. If we want to maintain that leadership, we must have the will to invest in the military capability that underwrites our political, economic, and technological strength, and which will guarantee our strategic capabilities in the future. As in all things, this is about our national will. If we want to develop these capabilities, we can. –Address, Nov. 15, 2000

General Eric K. Shinseki: 1999–2003

The Army's long history is, in so many ways, also the history of our nation. The nation has relied on its army to safeguard and defend her for 227 years. We count on you to keep her safe and free. –Addresses, June 11, 2003, and May 22, 2002

On 9 November 1989, all of us celebrated the fall of the Berlin Wall. The celebrations in Berlin are a matter of television history as the world celebrated with Germany and Europe. But some of the more poignant stories come from out of the tiny villages along the former Iron Curtain. Many Germans felt they knew the U.S. well because of the young American servicemen and women who served in this country, lived in their villages, ate at their gasthouses—day-after-day, year-after-year until the unbelievable happened. –Address, Dec. 3, 2002

The Army is people, and people are the core of our institutional strength. The well-being—physical, material, mental, and spiritual state of soldiers, families, and civilians—is inextricably linked to The Army's capabilities, readiness, and its preparedness to perform any mission. When we speak of The Army we are acknowledging a single force with common missions, common standards, and common responsibilities. Our success depends on the whole team—active and reserve components, soldiers, civilians, family members, retirees, and veterans—all of whom serve the nation. We invest in the nation's security by properly training, equipping, and supporting them. –Address, June 22, 1999; Memo, June 23, 1999; Cong. Test., June 13, 2001, and July 10, 2001

We are <u>The</u> Army. The reserve component is working and training hand-in-hand with its active duty counterparts, here in the United States, and around the world. In the great tradition of Cincinnatus, members of the Army Reserve and National Guard are true citizen-soldiers. Cincinnatus left his farm and his family twice to defend his country—5th-century Rome—against aggressors from without and crisis from within. When the crises passed, he put down his arms and returned to his family and his farm. He was, in many respects, the first citizen-soldier. The legacy of Cincinnatus is the legacy of our hundreds of thousands of citizen-soldiers whose role in the defense of our Nation is as critical today as it was 226 years ago—a legacy that began in Lexington and Concord brings to The Army the leadership qualities, technical expertise, and experiences that are unique to the citizen-soldier. The Army Reserve looks like America—and it is America. The Guard and Reserve play a crucial role in maintaining the warfighting readiness that allows us to pursue transformation of the Army. And together, we are all—active, Guard, and Reserve—focused on achieving one vision—The Army Vision. –Address, June 13, 2001

What do we owe our soldiers? When we send soldiers to some far-off place, they must know that we will never abandon them, squander their sacrifice, or commit them to battles that cannot be won. And when they are still there years later, we owe it to them to remember all that they have done and are doing on our behalf. –Addresses, Nov. 8, 2001, and Nov. 19, 1999

Our soldiers are the very best in the world; they voluntarily forego comfort and wealth, face hardship and sacrifice, and confront danger and sometimes death in defense of the Nation. We have a covenant with our soldiers. We owe them our unwavering support, our professional excellence, and our resolute pursuit of the Army Vision to ensure that they remain the world's finest land force for the next crisis, the next war, and an uncertain future. –Addresses, Oct. 12, 1999, and June 22, 1999

We have the responsibility to give soldiers the best tools—those critical capabilities for handling the tough missions we send them on. We all saw the pictures of our special operations soldiers riding 14 hours—on a wooden saddle, by the way—into battle with the Northern Alliance. We saw pictures of soldiers fighting in the close fight, attacking uphill—by the way, that's normal: I've never had a mission that sent us against an objective downhill. But fighting uphill from 8,500 feet to 11,000 feet carrying 70–80 pounds of ruck on their back—dismounted soldiers without cannon artillery, and outnumbered by a determined enemy with small arms and mortars occupying superior ground. We have to ask, "Is this the way we want to fight the next time? Is this the kind of risk we want our soldiers to carry into battle?" –Address, Oct. 22, 2002

General Harold K. Johnson, the Army chief of staff when I was a lieutenant, used to say, "The army is like a funnel—at the top you pour doctrine, resources, concepts, equipment, and facilities, and out from the bottom comes one lone soldier, walking point." This metaphor tells us what is really important about everything that we do—that lone soldier *on point* for the nation. We are all in support of that soldier. –Addresses, July 31, 2002, and Nov. 19, 1999

Over 225 years ago, our forefathers ushered in a new era dedicated to democracy and liberty. The men and women of the U.S. Army know that the freedom and security of our nation—and that of our friends and allies—depend on their ability and dedication. They serve out of a love for what America represents—liberty, justice, and respect for human dignity. Because of soldiers, America is a safer and better place. –2000 Holiday Message

Soldiers are *on point* for the nation, as soldiers have been for 227 years, defending our freedom. It is their simple sacred duty, and ours is to give them the training, the equipment, the leadership, and the support that will enable them to perpetuate and extend that legacy. –Cong. Test., Feb. 12, 2003

Combat, and Cohesion in Combat

Values, trust, and cohesion are the foundation of our Army. Cohesive units function as teams, understanding each other's strengths and weaknesses, working together to achieve common goals under caring and competent leaders. Teamwork is the nature of our profession, from the smallest entity to the largest. Everything we are called upon to do in the Army requires teamwork, and teamwork is built on a foundation of trust and confidence within units—between soldier and soldier, between leader and led, and between units serving side-by-side. That trust and confidence emerges from our day-to-day commitment to our Army Values. In The Army we know that our lives may depend upon the ability and the willingness of the person next to us to perform his or her duty. In a crunch, that is all that will matter. *I've been carried out of combat twice on the backs of soldiers, and I wouldn't be here today if those soldiers had hesitated or been unable to perform their duties.* In combat soldiers fight for each other. They die for each other. And they carry their fallen comrades out on their backs. –Addresses, Dec. 7, 1999, and July 21, 2000

An important, yet intangible bond develops among those who choose our profession. It's called a soldier's trust, and much of what we do on our toughest days relies heavily on it. What sustains units in combat is the sense of trust that develops between members of a unit, all confident that the others will not let them down—that refusal by soldiers to break faith with one another. The timeless bond of trust that soldiers share in combat gives them hope, and inspires them to extraordinary heights of courage and sacrifice. –Addresses, July 9, 2002, Dec. 3, 2002, and July 16, 2001

A unique bond develops between soldiers in combat. The bond I refer to is one based on trust. In the deadly chaos of battle, soldiers hold to trust, and when they fight, they fight for each other because of the trust they have placed in one another. Trust is a shared value that goes beyond most human expression. You can't quantify it, you are hard pressed to explain it, but the uncommon acts of valor by soldiers in combat are proof that it exists. It is the human elements of leadership, of courage, and of sacrifice, and, most of all, trust, that carry us through the timeless human struggle of combat. –Addresses, July 16, 2001, Aug. 27, 2000, April 19, 2002, and June 22, 2000

The face of battle has changed, but the essential nature of combat has not. Combat has been, and always will be, a human struggle—up close, extremely personal, sometimes brutal, always frightening, but forever the gritty business of survival on a killing ground. At the core, soldiers bear the heaviest burdens in close battle. –Addresses, July 16, 2001, March 15, 2003, and Dec. 3, 2002

Combat scrapes away the nonessential, and teaches hard lessons—lessons about loyalty, taking care of the people who sacrifice the most for the good of the nation, about uncompromising readiness that is achieved only through tough, realistic training, about the necessity for inspired and inspiring leadership to accomplish hard missions, about the agility and versatility to make quick and smart adjustments to fit a changing environment—operational or strategic—and about growing the kind of leadership who can answer unequivocally and without hesitation the question, "Can you fight—can you fight?" –Address, May 9, 2003

Warfighting is complex, but its essence is simple. When all is said and done—all doctrine, all the manuals—boil down to a few rules of thumb applicable at every level of war.

First, you win on the offense. You have to be able to defend in any good army, but you win on the offense. Second, we want to initiate combat on our terms—at a time and a place and a method of our choosing—not our adversary's choices, ours. And therefore, it requires us to have certain capabilities. Third, having seized the initiative, we want to retain it and never surrender it, if possible. And finally, we want to build momentum quickly, achieve moral dominance over our adversary, and then win decisively. And the sooner we do that, the cost and treasure is less. –Address, March 2, 2001; Cong. Test., March 1, 2000, March 8, 2000, and March 23, 2000; *Green Book*, Oct. 2000

While the conduct of war changes with the discovery of new technologies, the nature of warfare remains constant. Yet, today's new battles—fought in places like Mazar-e Sharif, Kunduz, Bagram, and the Shah-i-Kot valley of Afghanistan—demonstrate that the indomitable will of the American soldier remains the attribute of virtue in soldierly behavior. From the battlefields of the 21st century come stories of incredible leadership, courage, sacrifice, and valor almost beyond belief—but when you come to understand the passion, dedication, sense of purpose, and pride of our soldiers, it is what you will come to love most about them. –Address, April 19, 2002

What makes our Army so magnificent are our soldiers. They have readily shouldered burdens that others do not carry. They have accepted hardships and sacrifice, and given us professional discipline and uncommon courage in return. Willingly and without hesitation, soldiers demonstrate their profound and abiding devotion to this Nation. On our behalf, they take risk; they go into harm's way; they shed their blood, prepared to give their lives, if necessary—and some have paid that price—to preserve peace and freedom and our way of life.

I recently visited some of our soldiers who have felt the sting of battle—visited them in Afghanistan, at Walter Reed Army Medical Center, and again at their welcome-home ceremony at Fort Drum. And when I thanked them for what they had done, their responses: "My honor to fight for this country; climb to glory, sir," or "It's a privilege to serve; to the top, sir." Our soldiers today have a clear sense of purpose, and they are determined to win this war against terrorism. They know who they are fighting and why. –Address, April 19, 2002; Cong. Test., May 2, 2001, and Feb. 28, 2002

Once again soldiers are fighting for our freedom. For the first time in 60 years, they are fighting directly on behalf of the American people—and soldiers know this. When you talk to them, you see it in their eyes and you hear it in their voices, and it is measured in their tenacity. We all remember 11 September 2001—wherever we were, whatever we were doing. You watched those twin towers shudder, buckle, and collapse—just as I did—and felt your heart drop with them to the bottom of your stomach—more than 3,000 people killed before our very eyes. At the Pentagon, 184—most of them civilians—were lost. In the aftermath, we attended funeral, after funeral, after funeral to honor and bury our dead. We witnessed, in moments of greatest pain and sorrow, the profound strength and generosity of our families. The survivors will never forget 11 September 2001, and our soldiers will never forget, either. The strength and generosity of the American people and the courage and selflessness of young Americans who have chosen to serve in uniform—these must endure.

We did not seek the current war against global terrorism. And while for the past years we promoted peace through engagement and enlargement, our enemies plotted our destruction through terrorism and violence. Now, the battle is joined—our Army is ready. We are strong, we are resolute, and I assure you we will emerge victorious. –Addresses, March 15, 2003, and Nov. 8, 2001

Courage

Battlefields have changed over time, but the face of valor has not. In the courage and sacrifice of Medal of Honor recipients, we find the character of today's army—we saw it in the sacrifices made by those lost since 11 September, and we see it in those who continue to sacrifice and serve every day. –Addresses, July 16, 2001, and June 14, 2002

Courage is one block in the foundation of leadership. Courage is something you have to find for yourself, and has more than one dimension. Moral courage and physical courage are often found side-by-side, but they are not the same thing. –Addresses, May 9, 2003, and May 26, 2000

Martin Treptow was killed in action during World War I trying to carry a message between battalions under heavy artillery fire. His fellow soldiers found a diary on his body. In it, he had written what he called his pledge. It said, "America must win this war. Therefore, I will work, I will save, I will sacrifice, I will endure, I will fight cheerfully and do my utmost, as if the issue of the whole struggle depended on me alone." –Address, March 2, 2001

Soldiers who receive the Medal of Honor have demonstrated a level of courage and a quality of character that even those who have stood with them in battle are unable to describe fully. From somewhere deep within, these men of courage and action lifted themselves to such heights of human endeavor that they have given themselves up to the ages. We understand fully what it took *to drink from the fountain of courage as these men did. We salute them for having risen above all of our measures of soldierly virtue.* –Addresses, July 9, 2002, and Aug. 27, 2000

Families

The Army's great strength, in so many ways, is built on the foundation of strong, capable, caring, and ready families. All of us know that we do not Soldier alone. Again and again, I have seen the tremendous courage that resides among our families. They sacrifice for us so that we can serve. The dedication and support of our Army spouses is never more important than during the times of war. We owe a tremendous amount to our Army spouses who rely on their own remarkable personal courage, indomitable strength, and great resolve to sustain our families. Again and again, Army spouses have displayed in their abiding love and constant support their own magnificent moments. –Address, April 15, 2003; Memo, June 11, 2003, and Memo, Military Spouse Day, May 2003

The hardships imposed by the profession of arms are never borne by the soldier alone. Families live with uncertainty, with fear, with tragedy, with consolation, with adjustments—but *always with their eyes on the horizon and their arms around those whom they love most.* Without you, most of us would not choose to take on the challenges we willingly accept. Our service spouses are among the strongest and most generous people I know. –Address, May 9, 2003

Our Army families are inextricably linked to our readiness. Strategic responsiveness requires that our support structures provide soldiers and families the resources to be self-reliant both when the force is deployed and when it is at home. When we deploy, soldiers will know that their families are safe, housed, and have access to medical care, community services, and educational opportunities. Our soldiers do what no one else can—and they are able to focus and do those missions better when they know systems are in place to care for their families. –Addresses, June 22, 1999, and Dec. 4, 2002; Memo, June 11, 2003

To Patty, my wife of 38 years—you taught me the meaning of selflessness, of elegance, of courage, and of a bright spirit undiminished by time or adversity. Throughout it all, your patience, your balance, your encouragement, and your love and support have sustained me. You stood beside my hospital bed for days; helped me learn to walk a second time; enabled me to regain confidence and a sense of direction; helped me reestablish a professional career; moved our children and our household 31 times; and always, always provided great strength when it was needed most. You could have been and done anything you chose—yet you chose to be a soldier's wife. The profound grace of that decision has blessed me immeasurably. *Thank you for 38 wonderful years in a profession I loved nearly as much as you.* –Address, June 11, 2003

Quarters 1, Fort Myer, Virginia, is a house that the Marshalls once called home. His presence is still felt everywhere in that house.* We have named our library in honor of Mrs. Katherine Tupper Marshall and dedicated it to the Army spouse—the Army spouse who has contributed so much to our Army. –Address, April 18, 2001 * GEN George Marshall

Established in the spring of 1973, the Army Arlington Ladies is an independent organization whose goal is to ensure that no Soldier will ever be buried at Arlington National Cemetery alone. The group was founded through the efforts of Mrs. Julie Abrams, the wife of General Creighton Abrams, during his tenure as the 26th Chief of Staff of the Army. These Ladies represent and extend the sympathies on behalf of the Chief of Staff and the entire Army family, to the next of kin at Soldiers' funerals. When there are no immediate family members able, or alive, to attend the ceremonies, these Ladies honor our Soldiers at their final formation. All of the Army Arlington Ladies are volunteers—the wives or widows of Soldiers of all ranks—and their love and devotion are profound examples of The Army taking care of its own. What a special anniversary: for 30 years of selfless, dedicated service in the freezing cold, the drenching rain, and the stifling heat, Arlington ladies have stood quiet witness to the most private and dignified of the Army's ceremonies—a soldier's final formation. The Arlington ladies ensure that the unique rhythm of army life continues even to the last and final resting place of members of our army family. –Address, April 15, 2003

Children are our country's most precious resource—the centerpiece of our future and the hope of our nation. Dr. Chauncey Veatch once said, "To dream is to be filled with hope. I know this because I see the faces of hope each day." As Dr. Veatch describes you––you are "the faces of hope" and "the children of destiny." Children of destiny—your destiny is America's destiny. It's just that simple. But, to fulfill your destiny, you need the care and dedicated support of parents, teachers, and institutions—to help shape your learning environment, to give you tools that will

allow your imaginations and creativity to flourish. Who knows where that will lead? A cure for cancer; the ability to control the weather—avoiding global tragedies of hurricanes and tornadoes, creating conditions to improve food production, the ability to harness the powers of tide, wind, and sun to provide clean, renewable energy sources—all of this is possible. You will be a part of dissecting problems and finding solutions. So, we are here today to help you learn and grow—and to have some fun in the process.

From the automobile to the space shuttle, from the telegraph to the Internet—our progress has been marked by leadership and innovation in the disciplines of math, science, and engineering. Ecybermission is about encouraging students like yourselves from across the United States to explore, to find fascination in, and to enjoy the magnificent and exciting worlds of math, science, and engineering by using the powerful tool of the worldwide web. –Address, Oct. 1, 2002

Why spend time getting education right for our children? Like many in our generation of Japanese-Americans in Hawaii, neither Patty [Shinseki] nor I had parents who graduated from high school, but we always knew that education was the key to opportunity in this country. We learned that from our parents, who lacked the educational experience to leverage the full weight of opportunity that this nation offers. But they knew that education alone provided their children tremendous opportunity in this country. Why get education for our children right? Because someday they will make all the difference in the world. –Address, July 31, 2002

Higher Purpose

The spark of service and patriotism still burns in the hearts of young Americans. For the American soldier, it's never been about the money. It has always been about preserving our freedoms—no matter the cost—and about the profound trust inside this institution: *soldier to soldier, leader to led, unit to unit, the Army to the American people.* Those who stay with us do so because they believe in this profession—it is a noble one; because they believe in our service—it is just; and because they believe in our people. Keep America as strong as it is today—politically, economically, spiritually, and militarily—and committed to the principles of freedom, and the equality of all men and women as an inalienable right. –Addresses, Oct. 17, 2000, Oct. 22, 2002, and Aug. 27, 2000

In his book, *The Greatest Generation*, Tom Brokaw shares with us stories of Americans who answered a call to arms during the Second World War and, as a result of near-epic heroism, ended up saving the world. Ordinary men who rose to extraordinary heights to deliver a moral imperative—*tyranny shall not prevail*. –Address, Feb. 23, 2001

The American Cemetery at Normandy is home to more than 9,000 Americans who gave their lives in combat during World War II. It embraces our sons from all fifty states, several territories, and even a few from allied nations who fought under our flag. Over the doorway of the chapel in Normandy Cemetery is an inscription that reminds us of their sacrifice: "These endured all and gave all that justice among nations might prevail and that mankind might enjoy freedom and inherit peace." Memorial Day is a day about our servicemen and women—about the sons and daughters of America, who served something greater than themselves—the ideals and people of this great nation. It's about soldiers who went before today's young soldiers to fight in wars because their nation asked them to do so. And most especially, it's about those who did not return home to enjoy the bounties of peace and freedom in the nation they had so honorably served. –*Chicago Tribune*, May 29, 2000

The unit colors have always marked a place of honor––even today, it symbolizes the soul of our units. And, during the Civil War, units advanced behind their colors—those colors marked the commander's place on the battlefield and the color bearer signaled the direction of attack—and being out front made the color bearer a prime target for enemy sharpshooters. Many were killed as a result. When the colors were held high, it inspired soldiers to press the fight. When the colors were lost to the enemy, it was a devastating blow to morale.

In the Civil War, Corporal Andrew Jackson Smith understood both the danger and the importance of holding the colors of the 55th Massachusetts Infantry high, and when he retrieved them from a fallen color bearer, he kept faith with fellow soldiers by preserving their symbol of shared trust, their symbol of strength and unity, and for these men in particular, their symbol of hope. You see, Corporal Smith, an African-American volunteer in the 55th Massachusetts, fought for freedoms *he*, himself, did not fully enjoy. He was a man who fought for a concept of democracy that had not yet fully recognized his own inalienable rights. And he was a man who fought both an enemy on the battlefield and a prejudice within his own army. The

colors of the 55th Massachusetts symbolized the hopes of many for fundamental change to realize that more perfect union. His example of selfless service has set the mark for all soldiers. –Address, July 16, 2001

The Hall of Heroes in the Pentagon is a place of honor and respect. Even as we induct brave Medal of Honor recipients into this hallowed place, many people in this country are not aware of them or of the many other true heroes who have sacrificed so much to give us our freedom. There will be other calls to duty that will have to be answered by other young Americans on battlefields yet to be defined. We want them to know about these men so they can understand the price of freedom. Previous generations made sacrifices for them—sacrifices that earned them the opportunity to compete to enjoy the fruits of freedom and equality. When it came time to defend our freedoms, those same ancestors answered the call of duty, many making the supreme sacrifice to secure those freedoms for future generations. –Addresses, July 16, 2001, and June 22, 2000

America hungers for heroes. Young people today search for something larger and greater than self to believe in, to respect, and to serve. What they seek is right here in the examples set by our Medal of Honor recipients—in their courage and sacrifices. We must share these stories—pass on their proud legacy of service to future generations, and inspire in them the desire to add their own page to our country's history of honor and service. It is our responsibility—our children need and want to know these stories. And such examples of selflessness will sustain us in the years—and the crises—which lay ahead. It is an important obligation to ensure that our children and our children's children never take for granted the heroism of American fighting men who sacrificed so much to guarantee us our freedom. –Address, Feb. 21, 2002

Leadership

Leaders at the company level are at the heart of our Army—where the readiness of the force is really measured, training day-in and day-out for the tough missions—what we would call the short-sword warfight. That is where we must be successful. It is where camaraderie is forged and where warfighting skills are honed. It is also where you as leaders are most on display—and soldiers are always watching. They are watching to see what examples you set, and they are watching to see if you really care—care enough to put it on the line for them. They will always go that extra mile for you if they know that you care—whether it's on a rifle range or an obstacle course—during a PT test or walking point at 0200 in the driving rain. They want you to be proud of them, but most of all, they want you to care—because in order to make a difference in the life of a soldier, you have to care. And it's not just the difference you make in soldiers' lives—it's the difference they make in yours. –Address, May 23, 2001

Soldiers are your legacy—the many soldiers you have touched, who stood in your formations, who looked to you for leadership, who listened to your instructions, and who found inspiration in your words and your actions. *They did not choose you; you did not choose them. Yet, through their actions, they speak for you in ways you could not.* They carry with them your marks of leadership—your confidence, your discipline, your standards, your toughness, your compassion, and your respect for others. It is a culmination of all that they hear you say, all that they see you do, of all the difficult choices you have had to make on their behalf, and in the respect you exhibit for them and their families. –Address, May 22, 2002

There is an important distinction between command and effective leadership. Command is about authority, about an appointment to position—a set of orders granting title. Effective leadership is different. It must be learned and practiced in order for it to rise to the level of art. It has to do with values internalized and the willingness to sacrifice or subordinate all other concerns—advancement, personal well-being, safety––for others. Those who are privileged to be selected for command [must] approach their duties with a sense of reverence, trust, and the willingness to sacrifice all, if necessary, for those they lead. You must love those you lead before you can be an effective leader. You can certainly command without that sense of commitment, but you cannot lead without it; and without leadership, command is a hollow experience—a vacuum often filled with mistrust and arrogance. Mistrust and arrogance are antithetical to inspired and inspiring leadership—breeding discontent, fostering malcontents, and confusing intent within the force.

Our great young leaders—noncommissioned officers, lieutenants and captains, battalion and brigade commanders—understand both what a privilege it is to lead Soldiers and the tremendous responsibility that accompanies that privilege. They

love their units and the Soldiers who fill them—that is the essence of leadership. –Address, June 11, 2003

Soldiering remains an affair of the heart. The soldiers you will lead are inspiring—they inspire me every day, and they will inspire you as well. *They carry the hopes of our nation on their shoulders*. They will literally climb the highest peaks in the most inhospitable terrain; they will engage the enemy; they will fight untiringly; and then win, decisively. So prepare them to thrive in uncertainty, in the most difficult environments; look to their well-being and see that their families have the tools to be self-reliant so that they can carry on during unpredicted and extended absences. Take care of soldiers and there is nothing that they will not do for you. They will pay you the greatest respect in the demonstration of their skills. The care and abiding love that you invest in them will pay dividends beyond your imagination. They will be your soldiers, and you will be their leader, and the possessive language I use to describe that relationship recognizes the sense of loyalty and trust that great leadership cultivates—between the leader and the led. An affair of the heart, and the wisdom and truth of those words will become more and more apparent with every day that you serve. There is a magnificent Army out there waiting for you. God bless you. See you out there in the force. –Addresses, April 18, 2001, and April 19, 2002

Leadership Development

All Soldiers are entitled to outstanding leadership. Take that seriously. That means a commitment to developing competent and compassionate, courageous leaders, who can inspire and motivate, develop, and lead Soldiers. –Address, Oct. 16, 2000

Throughout our history, The Army has prevailed through hardship and because of the quality of our soldiers and their leaders. But that doesn't happen by accident. Every day in The Army we do two things—we train soldiers and we grow them into leaders. The Army is an immersion experience in leadership. –Cong. Test., Sept. 27, 2000

We grow and then give back to the nation leaders of great quality and strong character. Our soldiers provide back to America a corps of leaders who have a tremendous work ethic, who have a strong sense of values, who treat others with dignity and respect, who are accustomed to hard work, who are courageous, who thrive on responsibility, who know how to build and motivate teams, and who are positive role models for all around them. We invest today in the nation's leadership for tomorrow. Some of the finest leaders in our country, military and civilian, public sector and private, learned what they know about leadership in our ranks. –Addresses, Oct. 22, 2002, and Oct. 12, 1999; *Green Book*, Oct. 2000

We are about leadership; it is our stock in trade, and it is what makes us different. We take soldiers who enter the force, and we grow them into leaders. We teach them our institutional values—Loyalty, Duty, Respect, Selfless service, Honor, Integrity, and Personal courage—and require them to live by those values. We continue to develop those young Soldiers into leaders through formal military education, through field experiences gained in operational assignments, and through professional self-study. In addition, to meet the challenges of tomorrow's more complex, evolving strategic environment, we are placing emphasis on developing leaders with mental agility, leaders capable of thinking in a joint and combined framework, as well as the adaptiveness to switch rapidly from one type of mission to another. Adaptive leadership and mental agility are vitally important in the evolving strategic environment. Today, nearly every action has tactical, operational, and strategic ramifications, particularly in combined operations. We have the opportunity to develop all of our junior leaders who are tough, disciplined, love their soldiers more than themselves, and who serve their people and the Nation. In doing so we provide the opportunity for enhanced security within our borders, regionally and globally. –Addresses, Oct. 12, 1999, and Nov. 21, 2000

The development of bold, innovative leaders of character and competence is fundamental to the long-term health of the Army. We must grow leaders—NCOs, officers, and civilians—for the future by providing appropriate opportunities for the development of those skilled in the profession of warfighting as well as those with the experience and intellect to be agents of change.

The Army as an institution is devoted to investing in the leadership potential of every soldier. Unlike other large institutions or corporations, we cannot hire out for leaders at any level. In the business world, if you need a good manager, you hire a head-hunter to help you recruit the best you can find. In The Army, when we need someone to command a cavalry troop or a military police company, we have to make a long-term investment. We invest time to develop the character,

the servant, and the steward that is required to deal with the responsibilities and burdens of command. We grow our own leaders because of the nature of our profession. The professional military ethic and our core values demand it. We are about leadership—it is our stock in trade. –Address, May 19, 2000; Memo, June 23, 1999; *Green Book*, Oct. 2000

NCOs, and the NCO/Officer Relationship

My respect for the Army Noncommissioned Officer Corps began on a naval vessel about 35 years ago. It was there that a brand-new lieutenant, who had not even had the opportunity to go to the officer basic course, found himself on board a ship, headed to Vietnam. That soldier, that young lieutenant, got to meet a sergeant by the name of Ernie Kingcade. When Kingcade saw me, I think he immediately recognized his challenge. But he also understood his fundamental responsibility as a noncommissioned officer. He had a soldier in need of training.

I hadn't been to the basic course, an artillery lieutenant going into a combat zone who would be firing real bullets in about two weeks. On that voyage, as we deployed to the warfight, he patiently taught me my craft as an artillery forward observer. You see, he had done everything that I would ever do as an artillery forward observer several times over. He trained this soldier and, as much as any officer has in the 35 years since, Ernie Kingcade grew me into a leader.

I remember the first time when we had an inspection in-country. When we arrived, everything was scattered all over the place. Sergeant Kingcade got the section ready and asked me to meet him near a tree. He said, "I'll have the formation ready." And so I did. He said, "Okay, sir, there are three folks I want you to look hard at, Jones, Smith, and Brown. They have some discrepancies I want you to point out." And he explained what those were.

He left and I came down to the formation a minute later. We exchanged salutes, and I went through and picked out Jones, Smith, and Brown. I turned the unit back over to him and, as I moved out of the area, I could hear Ernie Kingcade, in an elevated voice so I could hear, saying, "I told you that lieutenant has got the eyes of an eagle. Now, the next time he comes down here, we're going to be straight."

But just think what Ernie did. He established a standard. He established his standard. He identified those who hadn't met it. He also educated me in what the expectations were so that I could reinforce his standard. That was a great partnership, NCO and officer, a great partnership that we shared together there, living side-by-side in the jungles of Vietnam.

NCO mentoring has profound importance to the development of young officers. I can tell you, some of the greatest mentoring I had came from noncommissioned officers. –Address, Oct. 16, 2000

A strong Noncommissioned Officer Corps has more to do with readiness than most people understand. And while it may take 10 years to produce a new piece of equipment, it takes about 20 years to grow the Brigade Commander and the Command Sergeant Major who will fight the formation equipped with it. Our noncommissioned officers, the best in the world, preserve and perpetuate our standards.

It is our common charter to lead Soldiers into harm's way. Doing it right and doing it well is our charter, our joint charter as officers and noncommissioned officers. –Addresses, Oct. 3, 2002, June 7, 2001, and Oct. 16, 2000

I never made it to the officers' basic course—SGT Ernie Kingcade was my basic course. SGT Les Cotten saw me off on my MEDEVAC flight. Their actions helped me survive the rigors of combat. There are young Ernie Kingcade's and Les Cotten's in your future. You are going to meet them soon. Embrace them. Train them. Inspire them. But love them, and lead them well. They will give back to you a hundred-fold, and your lives will be forever blessed for having known and served with them. –Address, April 18, 2001

Peacekeeping

In the past 10 years—34 times since the Berlin Wall fell in 1989—as we began to determine what to do with the "peace dividend," U.S. Army soldiers have deployed into harm's way around the world. Usually those missions required less than full-scale combat. As a result, they received little attention. They were not, however, less dangerous for that. Peacekeeping operations in Haiti, Somalia, Macedonia, the Sinai, Bosnia and now Kosovo are fraught with complexity. Our objectives often require us to deploy soldiers with sophisticated weapons under rules of engagement that constrain their employment. It doesn't take long for the civilian populace to figure out what our rules of engagement are and to develop tactics that push right up to, but not past, our "red lines" for the use of force. And who are the *expertly trained soldier-statesmen*

contending with these provocations and confronting the complexity of these situations? *They are 20-year-old volunteers, active and Reserve, from Newark or Flint, Michigan, Laredo, Texas, or Fairbanks, Alaska.* Their mission is to keep people from killing one another and, secondarily, to protect themselves and their fellow soldiers. –*Washington Post*, July 5, 1999

I spent 15 months commanding the stabilization force in Bosnia. I want to say, and I say it as often as I can, in 15 months I never had a bad day there. That doesn't mean there weren't days of high adventure, because there were. I never had a bad day because soldiers never let me down. I'll share one anecdote with you. It has to do with an event that occurred at a place called Brcko. The hardliners in charge decided to make a day of it at Brcko, the 28th of August, 1997—I'll remember it a long time. A siren goes off at about 0430; by 0500 a mob is growing, during the course of the day there were about a thousand people. We had one of our young infantry platoons there with a platoon leader and a platoon sergeant. Young riflemen, two Bradleys on site, well-equipped.

The folks who organized that riot were smart enough to know what our rules of engagement were and they never showed a weapon, they never leveled a weapon, and so consequently, rules of engagement for lethal employment of force were never achieved. But our soldiers were cut off. Not that they couldn't get out or that we couldn't fight our way in, but given the conditions, we had to hold that bridge. That riot started at five in the morning and ended promptly at 2100 when a black Mercedes pulled up at the end of the block, somebody in a coat and tie got out, gave a signal, and that crowd melted away. So the idea that there are spontaneous riots in Bosnia soon went away––this was a managed event. But what happened during the course of the day is what I want to tell you about. All that great machinery and weaponry there on site, and our young soldiers from five in the morning till 2100, held off a crowd that grew to about a thousand. Round numbers. Women and children down front, menfolk to the rear. Interspersed among the menfolk were military-age young men, very short haircuts, very athletic, pretty good-sized. Some of them were carrying radios, moving throughout the crowd, passing out alcohol, agitating. And throughout the course of the day, we had a pretty significant demonstration underway. And from time to time some of these young men had long pieces of wood, through the end of which they had driven nails—five, six, or seven nails. And they would work their way up through the crowd, reach over the top of the women and children up front, and start to slap our guys in the shoulders, in the forearms, in the elbows, trying to punish them with these nails. Well, they got their shots in early and our youngsters soon realized what was going on; they spent the rest of the day parrying those blows. Occasionally one of those blows would get in. They did this from five in the morning till 2100. They never fired a round, they never backed off, and they never gave up the position. They held it. They held off this mob of a thousand folks.

I went to see them about a day or so later to thank them for what they did. Not a one of them could salute, and most of them couldn't shake my hand. Now you have to imagine how angry that makes any of us. And I asked the gathered group, "Well, what did you learn out of all of this?" And a voice in the back said, "Well, general, more PT. We need more PT here." And my reaction was not unlike yours. I started to chuckle. And they explained to me what they learned: even with the best-equipped, the best-trained Army in the world, there's going to come a day when all that equipment is not going to be able to be employed, and the mission is going to require stout-hearted soldiers standing their ground with the will to not be pushed off a position. And it's going to take physical strength and mental courage. And that it was the team that stood there, believing in one another, that was not going to give up the position. And that's why they run in the morning, and that's why they move the weight room once a day from one side of the gym to the other. I haven't forgotten that.

That was their perspective on what happened. My perspective was this: Had they dropped their weapons, put them on fire and created some casualties, there would have been a far different situation I would have dealt with—a far different situation. But they stood there, did their jobs, understood the rules of engagement, never violated them, and never got weak in the knees. Good young NCOs, walking the line, patting soldiers on the back, holding them in formation, they carried the day against a thousand intentional rioters who were trying to do one of two things: push us off position, or create a martyr for themselves. Neither of those things happened. –Address, Oct. 11, 1999

Readiness and Transformation

During Army Posture hearings this year, Members of Congress were provided copies of Charles E. Heller and William A. Stofft's *America's First Battles, 1776–1965.* This volume about our Nation's first combat

encounters in each of our wars recounts America's spotty record of preparedness for war. The reasons for these poor showings vary, but chief among them was complacency in times of peace, in the years between the wars. Most opportunities for armies to change are forced by war. The major conflicts of the 20th century—World War I, World War II, Korea, Vietnam, and even DESERT STORM—provide many examples of military modernization under the pressure of combat.

The Army is moving to break that cycle of history. We are attempting to transform ourselves during an unprecedented period—a time of relative peace, of unrivalled economic prosperity, and of stampeding technological progress. The conditions are most favorable for our success, but the window of opportunity may have already begun to close.

In 1940, General George C. Marshall testified before Congress about the Army's need to change. He and his predecessors had been testifying about the Army's needs for years, but to no avail. This time, in the aftermath of the German invasion of Poland and the subsequent British and French declarations of war, Marshall made his now-famous observation: "Yesterday, we had time but no money. Today we have money but no time."

We can transform today in a time of peace and prosperity. Or we can try to change tomorrow on the eve of the next war, when the window has closed, our perspective has narrowed, and our potential is limited by the press of time and the constraints of resources. With the support of Congress, we can ensure that the next chapter in America's first battles will be a story of America's learning from its past and applying those lessons to its future, of defending our national interests with foresight and wisdom and of protecting the soldiers who guarantee our freedoms. There will, for certain, be another chapter in the book of America's first battles. –Cong. Test., March 23, 2000; *Green Book*, Oct. 2000

Keep an open mind because conditions and circumstances will change. Change and the unexpected will be a part of your environment. Change is intimidating to some, threatening to the uninformed. I've said it before, and I'll say it again—if you don't like change, you're going to like irrelevance even less. –Addresses, April 18, 2001, May 9, 2003, and Nov. 8, 2001

The world situation demands an Army that is strategically responsive. Responsiveness has the quality of time, distance, and sustained momentum. Our threat of the use of force, if it deters miscalculation by adversaries, provides a quality of responsiveness all its own. –Memo, June 23, 1999; The Army Vision, Oct. 1999

The requirement to transform the Army is based upon the evolving security challenges of the 21st century and the compelling need to respond more rapidly and decisively across the full spectrum of operations. Transformation is about developing capabilities, force characteristics that the Army will need in the future force—characteristics like being strategically responsive, deployable, versatile and agile, lethal, survivable, and sustainable. It must be able to provide early-entry forces that can operate jointly, without access to fixed forward bases, and still have the power to slug it out and win campaigns decisively. Being able to do this provides a broad range of strategic options to the National Command Authorities, who must have flexibility in any crisis.

Our aim is to achieve strategic responsiveness and dominance at every point on the spectrum of operations—everything that we are involved in today from stability operations to deterrence to winning wars—and our capabilities must complement those of our sister services so that there is no loss of momentum as we transition from one point on that operational spectrum to another. In sum, we must give the National Command Authorities strategic options to deter crises before they become armed conflict, and then fight and win should that effort to deter fail.

We have the responsibility—all of us in the armed forces—to provide the National Command Authorities with real deterrent capability, real strategic and operational flexibility. Transforming this most respected Army in the world thus will alter the national security environment decisively. –Addresses, Feb. 3, 2000, and Oct. 12, 1999; Memo, June 23, 1999; *Green Book*, Oct. 2001; Cong. Test., Feb. 10, 2000; March 8, 2000, and March 1, 2000

We must ensure the Army has the capabilities to match the strategic environment in which we operate, a force sized correctly to meet the strategy set forth in the documents that guide us—our national security and national military strategies. Beware the 12-division strategy for a 10-division Army. Our soldiers and families bear the risk and the hardship of carrying a mission-load that exceeds what force capabilities we can sustain, so we must alleviate risk and hardship by our willingness to resource the mission requirement. And we must remember that decisive victory often has

less to do with the plan than it does with years invested in the training of soldiers and the growing of leaders. Our nation has seen war too many times to believe that victory on the battlefield is due primarily to the brilliance of a plan—as opposed to the leadership, tactical and technical proficiency, and sheer grit and determination of the men and women who do the fighting and the bleeding. –Address, June 11, 2003

The mismatch between strategic requirements and operational resources forces us daily to prioritize among support for our people, the readiness demanded by the Nation, and the transformation necessary to continue our global preeminence. For a number of years now we have focused resources into high-priority units at the expense of other, non-divisional units, reserve component units, and the institutional Army. We also deferred revitalization of our facilities. The DoD benchmark calls for complete renewal of facilities about every 57 years. With current funding it will take the Army about 157 years to fully revitalize our infrastructure. –Cong. Test., June 13, 2001, and Sept. 27, 2000

Since the Berlin Wall fell in 1989, the average frequency of Army contingency deployments has increased from one every four years to one every fourteen weeks. Some of these operations have been brief; others have evolved into ongoing commitments for our forces. While executing these missions, The Army has remained ready at all times to meet the warfighting requirements of the National Military Strategy (NMS): to fight and win two nearly simultaneous major theater wars (MTWs). We are able today to meet the requirements of the NMS, but there is moderate risk associated with fighting the first MTW and higher levels of risk associated with the second MTW. In this context, risk does not mean that U.S. forces would not prevail; however, achieving our objectives could require a larger expenditure of our national treasure.

It's not so much a question of whether two major theater wars still works or whether one MTW plus some number of smaller-scale contingencies or some other equation provides a better measure of strategic prowess. As far as the American soldier is concerned, it's all the above—it's about the responsibility of global leadership. –Address, Oct. 17, 2000; Cong. Test., March 23, 2000

Ground forces are central to achieving dominance. Ground forces are often the only precise instrument that can attack conflicted targets—targets, for instance, that the enemy shields in sanctuaries or extremely hardened sites—in mosques, churches, and hospitals, or in caves and deep bunkers, masked by innocent populations to avoid either detection or attack by fires. We must be able to attack conflicted targets with a variety of weapons without collateral effects. This is all about warfighters seeing the enemy first—where he is as well as where he isn't, where he's strong and where he's vulnerable. It's about understanding first his intent—where we can leverage his vulnerabilities before he can take advantage of the risks we've accepted. And it's about acting first to seize the initiative at times, in places, and with methods of our choosing and then building momentum rapidly to achieve moral dominance over our adversary and collapsing his will to fight—decisively. Attaining these capabilities raises the bar for any enemy we may face. We will send a clear message: we see you think. We sense your uncertainty. We diminish your confidence—while building our own. We attack when you're tentative. We deny you any vulnerabilities to leverage—ultimately presenting you with multiple, simultaneous dilemmas that accelerate the collapse of your will to fight—that is full spectrum dominance. –Address, Nov. 8, 2001

Respect for Others

There is a direct link between equal opportunity and our Army's ability to fight and win the nation's wars. The Army lives by the Army Values day-in and day-out, and they leave no room for discrimination or prejudice of any kind. Likewise, the Army embraces the tenets of equal opportunity because they are consistent with our Values—especially the values of respect, loyalty, and integrity. Not only is equal opportunity the law, it is the right thing to do. And beyond the law and the right thing to do, we live by those tenets because equal opportunity is essential to our business. Trust is the confidence soldiers have in the willingness of their fellow soldiers to faithfully do their duty when the time comes. Out of those individual relationships of trust grow the bonds that build unit cohesion. When individual dignity and respect are violated, mutual trust and unit cohesion erodes. Harassment of any kind violates individual dignity and tears at the fabric of this trust and the cohesion of our army. There is no rational reason to consider where someone's ancestors came from, what their skin color is, or what creed they profess—it is

about standing and delivering on one's duty to one's fellow soldiers. Equal opportunity is not a luxury or a frill or a social program. It is a combat necessity. –Addresses, July 21, 2000, and Dec. 7, 1999

I had the privilege of serving as commander of the peace Stabilization Force (SFOR), in Bosnia. Our job––the 33,000 soldiers from the 40 nations that comprised SFOR—was to create the conditions for the former warring factions to meet their responsibilities under the Dayton Peace Accords. My duties frequently involved meeting with the heads of those former warring factions—to listen, to cajole, to negotiate, to leverage them into meeting the promises they had made on behalf of their peoples. What they—President Izetbegovic, President Zubak, President Krajisnik—consistently told me was that our expectations were unrealistic, that we could not expect them to live in peace, because the Bosnians and Croats and Serbs were so different—different peoples, in fact—and had been killing one another for 600 years. It didn't matter which faction we talked with, we always got the same speech—it's called the clash of civilizations.

Well, they were talking to the one guy in all of SFOR in Bosnia and Herzegovina who was least likely to buy their clash of civilizations theory. As I told them, in my country, no one looks alike; we all hold to our cultures, but we celebrate each other's unique traditions—we have made our diversity our strength, not our weakness or our paranoia. There, in Bosnia, on the other hand, all you Serbs, Croats, and Muslims look alike and speak the same language. For most of their history, they have accommodated living next to one another in the towns and cities of the Balkan region. In many cases, members of the different ethnic groups have intermarried and usually taken the ethnicity of the head of household.

Nope—you're lecturing the wrong guy on why things could not be better. I never claimed that we were perfect in the U.S., but at least we work through our problems and find solutions. We have managed to mold out of our differences the world's most successful experiment in democracy, and the world's most powerful, most respected army. Serbs, Croats, and Muslims cannot pretend to explain away 600 years of bloodletting as unavoidable because I know better. *But I also got to see, feel, breathe, and internalize the alternative to our efforts—every day for fifteen months. And it sticks in your gut. That experience in Bosnia gave me a renewed appreciation for our nation and for our army, and <u>just how priceless what we have is</u>.* –Address, Dec. 7, 1999

Senator Daniel Inouye: "In February of 1942, the United States Selective Service System, because of the hysteria of that time, declared that all Japanese, citizens or otherwise, be designated 4-C. 4-C is a designation of an enemy alien. It was a day of shame for many of us, although it was not deserved. And we petitioned the government to permit us to demonstrate ourselves. And a year later President Roosevelt declared that Americanism is a matter of mind and heart. Americanism is not, and has never been, a matter of race or color, and he authorized the formation of a special Japanese-American combat unit [the 442d Regimental Combat Team (RCT)]. The rest is history. But what I wish to point out is that General Eric Shinseki sitting to my right was born in November of 1942. At the time of his birth he was an enemy alien. And today, to the great glory of the United States, I have the privilege of presenting him as a 34th Chief of Staff nominee. This can happen only in the United States. He is the grandson of a Japanese immigrant laborer from Hiroshima who arrived in Hawaii in the late 1800s, and raised his children to love America. I can't think of any other place where something of this nature can happen." –Cong. Test., June 8, 1999

Because the attack on Pearl Harbor was carried out by the naval striking forces of the Empire of Japan, the AJA (Americans of Japanese Ancestry) community suffered more than most in the aftermath of Pearl Harbor. Early distrust and suspicion turned to a tide of discrimination and hatred against which the AJA community could do little to buoy itself. Any effort to publicly proclaim loyalty to the nation sounded hollow and tinny in the face of growing paranoia about the safety of the homeland. In response to the mistrust and discrimination, men of these communities, individually and collectively, stood and demanded the right to bear arms as American citizens. Out of such patriotism came the legendary units like the 100th Infantry Battalion; the 442d Regimental Combat Team ("Go for Broke"); the 1399th Engineer Construction Battalion; and the Military Intelligence Service (MIS)—one of our lesser-known units because of the secrecy that shrouded all of their operations—but heroic nonetheless.

The members of these units bled to meet the obligations of citizenship. And in doing so, began the chapter in history which today brings us together nearly 59 years after the attack on Pearl Harbor to honor twenty-two very brave Americans who met a standard for service and courage unknown to most of

us—even those of us who have seen and tasted battle. These men [Japanese-American Medal of Honor recipients] are important to America. Their sacrifices and the sacrifices of their families stand as a reminder of the proud heritage they represent, of the indomitable will of the American soldier, and of the tremendous heights to which a few of the brave can ascend. –Address, Aug. 27, 2000

Today we recognize an American hero and celebrate, in his name, the opening of the James K. Okubo Medical and Dental Complex. This complex gives us a cherished opportunity to recognize and honor the sacrifices and service of army medic Technician Fifth Grade James Okubo. His Medal of Honor citation is a narrative of human action that transcends human understanding. That citation chronicles his actions as an army medic on three days in 1944—days of intense combat which were so terrifying they are difficult for most of us to imagine. Of the nine army medics awarded the Medal of Honor for service in WWII, six of them were awarded the medal posthumously—a sobering testimony to the ferocity of battle during which medics are called upon repeatedly to expose themselves to serve those who have been injured in the close fighting.

We are here to honor Jim, yet his achievements are but the centerpiece of an American family's much larger journey through hardship and sacrifice into honor. The Okubo family was large—five children, and four cousins who came to live in the Okubo home. Among these nine children were five boys, and every one of them served our country in World War II. The patriotism and valor of the Okubo family is written in the sweat and the blood of these five men.

Any family with such a distinguished record of service would be justifiably proud, but the Okubo story is even more profound. Because, you see, 60 years ago, on the 19th of February 1942, Executive Order 9066 was signed. That was one of the darkest days in our country's shining history. On that day—with that order—the groundwork was laid for a plan that would eventually result in the dislocation and internment of over 100,000 American citizens. After the attack on Pearl Harbor, this bill was one mistaken initiative of *our magnificent country's wrestling with its highest ideals and darkest fears.* And AJA (Americans of Japanese Ancestry) families were displaced from their homes, and moved to remote, bleak camps of crudely built barracks, barbed wire, and armed guards.

In the case of the Okubo family, they went to Tule Lake, California. Think for a moment of what this meant for Jim Okubo's parents—forced to move from their home, forced to sell their family restaurant, interned at Tule lake, guarded like criminals—and shortly thereafter having their five boys—three sons and two nephews—deploy to combat zones on different sides of the world—fighting the enemies of our country. Think for a moment of Jim's mother—undergoing these incredible hardships, the isolation and emotional turmoil she must have felt deep in her soul—and how it must have been compounded in 1943 with the death of her husband—Jim's father—while they were interned at Tule Lake. Jim's father did not live to learn the fate of his boys—nor did he live to see Jim's valor recognized. The magnitude of their sacrifice—parents and children—is simply staggering. We are all indebted to them and to thousands of other Americans like them.

And so these men, Jim Okubo, his brothers, his cousins, and so many more in the same circumstance fought more than enemies armed with rifles. First, they had to fight for the right to bear arms and serve their country—and they prevailed. The 100th Infantry Battalion, the 442d Regimental Combat Team (RCT), the Military Intelligence Service (MIS), the 1399th Engineers were stood up—and the AJAs who filled their ranks fought with great tenacity and skill—tenacity and skill driven by the burning desire to prove their patriotism, their loyalty to their country, by deeds, not words. And they did so magnificently. Their performance and valor is now a part of the very fabric of our nation's history. Because of their courage and commitment, never again would the loyalty of Japanese Americans or Asian Americans anywhere be questioned. So many of these quiet men—short in stature yet giants in battle—performed unbelievable acts of heroism in combat. Inspiring comrades, saving lives, shortening the duration of a terrible war—quiet professionals whose actions spoke far louder than words ever could.

Though they never thought about it in this way, members who served in the famed 442d RCT, the 100th Battalion, the MIS, and the 1399th Engineers bought for me and my generation our birthrights as American citizens. Because of what they, and others of their generation, did on those distant battlefields so many years ago, I have lived my life without suspicion, without limitation, with the full rights and privileges of citizenship, and with the opportunity to compete. Each generation stands on the shoulders of those who came before them—those who selflessly confronted challenge and created an environment in which those who follow could succeed and excel. –Addresses, June 22, 1999, and Feb. 21, 2002

General Eric K. Shinseki: 1999–2003

Soldiers

Our soldiers are dedicated, disciplined, proud, tough, and compassionate. American soldiers constantly amaze us with the strength of their dedication and morale despite danger, hardship, and separation from family. Soldiers know they are doing something important. The American Army is a potent symbol of liberty and justice and hope. Everyone can understand that there is no moral comparison between American soldiers and the adversaries we are often asked to face. Thus, it is easy for soldiers to believe in the rightness of what they do. –Address, Nov. 19, 1999; Cong. Test., Sept. 27, 2000

On Veterans Day, we pay tribute to the American men and women who have served in our Nation's armed forces. Through their sacrifices, they have purchased for us the privileges of freedom, democracy, and unmatched opportunity that we enjoy in the United States today, and they have set the conditions for the United States' place as global leader. –Memo, Veterans Day 2002

The noted author and historian Stephen Ambrose recently offered as his nominee for Man of the Century—none other than the American GI. No one, and I do mean no one, has contributed more to our well-being in the 20th century—either as a nation or as the global village—than the American GI. One hundred years from now, when historians look back on the 21st century—a century which stretches out before us today so full of promise and possibility but also uncertainty—they will once again see American soldiers at the forefront of history—shaping the world and safeguarding America's place in it. –Addresses, Oct. 17, 2000, and May 23, 2001

The U.S. military academy's association of graduates recently presented this year's prestigious Sylvanus Thayer award for the year 2002 to the American soldier. In selecting the American soldier as the 2002 Thayer award recipient, the association has chosen to honor an ideal—an ideal that is magnificent in selfless service to country, long in its sense of duty, and deep in its commitment to honor.

The ideal of the American soldier is evident in the actions of those who battled al Qaeda in Operation Anaconda—reflected in their toughness and determination in fighting from 8,500 feet to more than 11,000 feet while carrying 70-pound loads on their backs—never giving in to winter and the altitude, and never taking their eyes off the objective. That ideal is also reflected in the ingenuity and expertise of our special operations soldiers, riding into combat on horseback, leveraging the capabilities of U.S. technology to help the Northern Alliance collapse the Taliban in weeks—American soldiers leading the offensive to take down a brutal, repressive regime.

The ideal of the American soldier cannot be purchased—it is invaluable. Its enduring spirit permeates the very fabric of our country's history. Before the birth of our nation, the spirit of the American soldier instilled hope in our noble dream of liberty. Twenty-three soldier-statesmen were among the forty men who signed our Constitution 215 years ago—17 September 1787. And through nine wars separated by years of restless peace, soldiers have remained *on point*—defending the Constitution, preserving the hopes of a nation. We who serve today continue the tradition of keeping this country the land of the free and the home of the brave. –Addresses, Oct. 3, 2002, and Oct. 22, 2002

American soldiers are the best there are—the best-led and the best-trained warfighters in the world. And they take great pride in their professional excellence and selfless service to the Nation. Soldiers are the engine behind all of our magnificent accomplishments as an Army. –Addresses, Nov. 19, 1999, and April 18, 2001

Soldiering is an affair of the heart. It has always been that way and always will be. Soldiering will always be an affair of the heart. –Addresses, Oct. 12, 1999, and Dec. 7, 1999

Soldiers are the heart and soul of the Army. That truth endures no matter how much we change and adapt to the environs of the future. –Cong. Test., June 8, 1999

Over 370,000 soldiers are deployed and forward-stationed in 120 countries. Their missions range from combat to peacekeeping to rebuilding nations to humanitarian assistance to disaster relief—and a host of other missions in between. And as busy as they are, there have been no dropped balls—none, on <u>any</u> mission. They are trained, disciplined, focused, and well-led. *The soldiers arrayed before us represent the magnificence of that Army. Their parade formation stretches not only from left to right across this field, but also backwards in history to a time before the republic was formed.* –Address, June 11, 2003

Strategic Environment/Threats

The world remains a dangerous place full of authoritarian regimes and criminal interests whose combined influence extends the envelope of human suffering. They foster an environment for extremism and the drive to acquire asymmetric capabilities and weapons of mass destruction. They also fuel an irrepressible human demand for freedom and a greater sharing of the better life. The threats to peace and stability are numerous, complex, and sometimes linked, and sometimes aggravated by natural disaster. And yet, despite these dangers, there are windows of opportunity which can and must be capitalized upon. –Addresses, Oct. 12, 1999, and April 18, 2001

With the emergence of an increasingly complex international security environment, sources of conflict and tension are increasing. Sources of unrest and conflict range from competition between states to the instability caused by the collapse of states unable to meet the strains of resource scarcity, population growth, and ethnic and religious militarism. The technology enabling real-time transmission of information from any point on the globe has facilitated the rise of subnational and transnational groups, including criminal and terrorist elements that may pursue objectives that threaten U.S. interests. The proliferation of space and information technology, ballistic missiles, and weapons of mass destruction makes it possible for small groups to pose large challenges. As the number of potential challenges increases, the requirements for U.S. landpower will also continue to increase. –Cong. Test., Feb. 10, 2000

The role of my generation—the fight of my generation—was against global communism. That threat was fairly methodical, fairly deliberate, and, therefore, somewhat predictable. *This generation's fight will not be so clear*, and that lack of predictability, that uncertainty, will extend into the foreseeable future. –Addresses, March 15, 2003, and Jan. 20, 2000

Teamwork—*see* Combat, and Cohesion in Combat

Training/Professional Development

Our mission is to be ready to answer the calls of the nation, and the readiness of the force requires tough, realistic training. The standards are high, and you are expected to meet those standards. Training imbues soldiers with the confidence to act decisively, the skills to succeed, and the requisite trust that binds us all together. In battle, trust binds soldiers together in the most harrowing of circumstances. And it is the responsibility of leadership to understand this and to cultivate, nurture, and strengthen the quality of trust in the force. –Address, May 8, 2003

From the time that soldiers join us in basic training, to the time they join their first units, to the day they leave our ranks—soldiers train. They train to master individual skills. And they train collectively to synchronize the efforts of all those skills into a rhythm of execution that makes U.S. Army units the most effective in the world. –Address, May 19, 2000

The warfighting readiness of the army resides with you, at foxhole level, inside our battalions where the short-sword warfight occurs. It demands the technical and tactical competence of our crews, squads, platoons, companies, and battalions. General George Marshall once observed that "modern battles are fought by platoon leaders." That has not changed. And there is no way to predict—especially in these uncertain times—in what ways your nation will call upon you to lead: when, in what environment, against what enemies. We were again reminded of that seven months ago [the 9/11 attacks on September 11, 2001]. Don't squander your training opportunities to see to the readiness of your unit—we are counting on you. –Address, April 19, 2002

Study your profession because you owe it to your soldiers and they expect it of you. Prepare yourselves for a lifetime of learning—you will never know it all, but you must know where to go to find the right answers. *As powerful as the Internet is, it is not the fount of all knowledge and if it's incorrect it only increases the speed of ignorance.* Leadership resides in the human dimension; keep it there and don't let the Internet become its substitute. We must know how to harness the power of the Internet, but we cannot become hypnotized by it. In the end, it is knowledge that breeds adaptiveness. –Address, April 18, 2001

Inside short-sword warfighting readiness, it's Sergeant's Time which provides the foundation for training excellence in the Army. This is where you bring it together. And Sergeant's Time training belongs to the Command Sergeants Major. Noncommissioned officers plan it, they execute it, they evaluate it, and they decide whether or not retraining is warranted. Now, this is a wonderful vehicle: one day a week for five continuous hours. The noncommissioned officer leadership has all of their

Soldiers mandated to be present at training. And in that relationship, we build bonds of respect and confidence between junior noncommissioned officers and the Soldiers they lead. And those youngsters begin to see what right looks like, what we expect in a noncommissioned officer. And it's this relationship at that important level that, on other days and in other fields, are going to produce the kind of competent and confident and cohesive units that will be capable of executing the very toughest missions we ask them to perform for us. –Address, Oct. 16, 2000

Transformation—*see* Readiness and Transformation

Trust—*see* Combat, and Cohesion in Combat

Values

The seven Army Values—Loyalty, Duty, Respect, Selfless service, Honor, Integrity, and Personal courage—are the cornerstones of all that we do and all our future successes. These values help to ground our profession, to keep us focused on what truly matters in our lives and in our work. We live them, we teach them to our soldiers every day in the way we conduct our professional lives. Standards will inform their decisions when it counts the most. When the maelstrom of combat seems overwhelming, when decisions must be made quickly, Army Values will inform the tough decisions that must be founded on sound judgment. So internalize and help your soldiers to internalize our Army Values. Our commitment to those values makes our profession unique and respected.

We are, we have been, and we will remain a values-based institution. We find strength in these values. They form the bedrock of our institution. –Addresses, Dec. 7, 1999, April 19, 2002, May 26, 2000, May 22, 2002, Oct. 12, 1999, and June 22, 1999

Army Values—a set of standards by which we live: Loyalty, Duty, Respect, Selfless service Honor, Integrity, and Personal courage [LDRSHIP]. Allow me to share with you a story about the origin of those values and why they are so important to The Army. In February 1997, when I was the Army DCSOPS, I hosted the Winter Senior Commanders' Conference. General Ron Griffiths was the Vice Chief of Staff. His guidance to conference presenters was clear—brief for 30 minutes and sit down. As host, I gave my briefing first—30 minutes exactly—then stayed on as the 3-star note-taker for the conference. The next briefer was to talk about the new OER, which included a list of the Army's Values on the front side. The discussion that ensued about those values took three-and-a-half hours. Think about this group—all four-star generals—Joulwan, Bramlett, Clark, Peay, Griffiths, Tilelli, Wilson, Hartzog, Reimer. Those are all no-nonsense guys who didn't believe in wasting time. They had never spent three-and-a-half hours together playing golf. Yet they took each other on over the words that comprise our values. They wrestled over those words, one word at a time. Should this one be there? Should competence be included? Competence isn't there. Why do we have an army? And they came out of that room with the seven Army Values. They took their time to get this right because they knew, as The Army's leadership, that this was important. They were arguing, heatedly at times, about these individual words, because these values comprise the soul of our institution. This is our foundation. –Addresses, April 19, 2002, and Dec. 7, 1999

Cadets: Your presence is a product of the countless thousands of American soldiers who have preceded you. We all stand on their shoulders. They set high standards for you because they know what awaits you––the privilege of leading the American soldier. Each soldier represents a proud and enduring legacy of preserving the freedom of our nation—*they are precious for who they are, individually and collectively.* The values of our profession capture the spirit of the American soldier. We may not be able to define the ideal of the American soldier—but we sense its dimensions. It is evident in the spirit which has inspired our soldiers for more than 227 years—from Valley Forge to the Shah-i-Kot valley, from Korea to Kosovo, and beyond. –Address, Oct. 3, 2002

Effective 14 June 2001, the first Army birthday of the new millennium, the black beret will become The Army standard. Special operations and airborne units will retain their distinctive berets. But starting next June, the black beret will be symbolic of our commitment to transform this magnificent Army into a new force—a strategically responsive force for the 21st century. It will be a symbol of unity, a symbol of Army excellence, a symbol of our values. When we wear the black beret, it will say that we, the soldiers of the world's best army, are committed to making ourselves even better. –Address, Oct. 17, 2000

Our first commander in chief, George Washington—1775—uttered a simple hope that has become a timeless mantra for this Army. In his words: "Let us have a respectable army," he said, "and one such as

will be competent to every contingency." –Address, Oct. 22, 2002

Duty, *Honor*, *Country*. *Duty*, because duty keeps us steadfastly focused on the daunting challenges of our profession. *Honor*, because soldiers must be able to trust the words and deeds of their fellow warriors. And *Country*, because service to our Nation and its Constitution must be the foundation of all that we do.

The battlefield and the strategic environment have changed yet again, but the essence of soldierly behavior does not change. Through the determination of soldiers, through their dedication, and through their undying patriotism, we will continue to sense the drumbeat of those three words—*Duty*, *Honor*, *Country*—that echo through our Army's heritage. For it is in the courageous actions of soldiers that our legacy of duty, of honor, and of country grows. –Addresses, May 19, 2000, June 14, 2002, April 19, 2002, and May 22, 2002

Vision and the Future

The Army Vision is "Soldiers *on Point* for the Nation—Persuasive in Peace, Invincible in War." The Vision's goal is to ensure that the Army fulfills its Title 10 responsibilities and continuously meets the requirements of the National Military Strategy. The Vision weaves together three interdependent components—People, Readiness, and Transformation—binding them into what will be The Army of the future. The Army Vision is about an investment in future American leadership and security. –Cong. Test., March 23, 2000, June 13, 2001, July 10, 2001, and March 1, 2000

Developing and implementing a well-conceived and coherent strategic vision is essential to the success of a large organization, be it a nation at war or an army at peace. The leadership of a large organization must think over the horizon—look deep as we say in warfighting doctrine to shape the deep fight and to frame success for the close fight. A short-term focus on day-to-day problems is fine for keeping the "in" box clean, but it gives no clear direction. –*Green Book*, Oct. 1999

There are only 10 weeks left in this, the 20th century. A hundred years ago, another secretary and another chief of the Army stood in the 99th year of their century and tried to divine (d-i-v-i-n-e) and define (d-e-f-i-n-e) what their future might hold and what their Army needed to be ready to do. What did they know? What could they have envisioned? Well, they certainly knew the condition of their Army. It was an Army that had ended a war of near-global proportions just the year before, and it was an Army stretched thin by its post–conflict peacekeeping and peace enforcement responsibilities. We stand here in 1999—citizens of a truly great Nation, lead nation in the world, the world's strongest economy, the world's most respected military force. What do we know about the world we will face in the next century? Will we be able to make the same observations about our Nation at the end of the 21st century? What unexpected challenges lie before us? And what role will soldiers play in answering those challenges?

We all hope that in the 21st century that all will come to enjoy the blessings of democracy and the rule of law. But history teaches those of us in uniform to be prepared for the worst. That is our duty to ourselves, to our Nation, and to our children and grandchildren. Thus, we study history and we imagine the future in ways bold and grand so that we can prepare for the unforeseen. We must and will move purposefully into the next millennium so that our successors in 2099 will look back with great favor on the legacy we have left to them. –Addresses, Oct. 12, 1999, and May 23, 2001; *Green Book*, Oct. 1999

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There is a magnificent army out there—full of pride, discipline, spirit, values, commitment, and passion. *Soldiers represent what's best about our army and our nation—noble by sacrifice, magnificent by performance*, and respected by all—they make us better than we ever expected to be. And for 38 years now, soldiers have never allowed me to have a bad day. To soldiers past and present with whom I have served, you have my deep and abiding respect and my profound thanks. My name is Shinseki, and I'm a soldier. God bless all of you and your families. God bless our soldiers and our magnificent army, and God bless our great Nation. –Address, June 11, 2003

Appendix A: Notes on Preparing a "CSA Quotebook"

The Steps for Preparing a "Quotebook" Chapter. Below are the steps for one method that a person can use to prepare a Chief of Staff's chapter of quotes. (Note however, that this method can be used to prepare "quotes" for any leader.)

Step 1. Read the entire *Collected Works*, (or the entire body of the CSA's material), and mark every passage or part that strikes you as important, wise, perceptive, useful, interesting, humorous, etc. Keep the broad audience in mind, and all groups associated with the Army including soldiers, NCOs, officers, DA civilians, the U.S Army Reserve, National Guard, retirees, family members, veterans, contractors, industry, Congress, and most of all the American people—and keep diversity in mind.

Step 2. Type out (or cut and paste) every passage or excerpt that you marked, regardless of any repetition (working with electronic copies will be a *very* great help here). All of the versions of the passages are needed because there may be slight differences among them, and you will later compare the passages to find the best version or combination of versions.

Step 3. Print each passage on a separate page. (This may result (and has resulted) in a first printing of several hundred pages, but is needed when using this method.)

Step 4. Read each passage and decide what the principal topic of each passage is, such as "leadership," "command," "NCOs," or "doctrine," and write the topic on the top of the page.

Step 5. Sort the pages by the topic, and type the topic at the top of each page, and print again.

Step 6. Begin the "distillation process." This is a process by which, through successive iterations, you uncover or "distill" what you think is the essence of the CSA's thoughts, and expressed in the most concise and vivid way. You can do this by studying and comparing the material on each topic, slowly eliminating the duplication and "less-essential" material, and then printing the whole document again. The first iteration can take some time, but each one results in fewer pages, and generally goes faster.

After a certain number of iterations, the main categories should begin to emerge. Certain categories are very likely, such as leadership, command, and NCOs, but the material determines the categories and reflects the priorities of each CSA. It can be helpful sometimes to focus on one topic for a period of time, for example, on "Leadership"; but it is important to periodically print and review the whole document—doing so may result in the emergence of additional relationships and categories.

After several iterations you can start "combining" quotes, such as taking a sentence from one page and a paragraph from another, and making one quote. The objective is to express the CSA's thoughts in the fewest words, and in the most understandable and memorable way while still preserving his intent.

Ellipses can be used initially to indicate "non-adjacent" material, but are not usually needed in the final document—too many ellipses can be distracting. (And the references are there if a reader needs to find the original sources.)

At some point in this process (perhaps when you are about three-quarters done), it is essential to re-read the entire *Collected Works*. By that point you have a better understanding of what was important to the Chief of Staff, what challenges the Army faced during his tenure, and what his priorities were. You will also be likely to find material that you missed during the first reading. Incorporate the new material and keep working. There is no set limit on the final number of pages; however, the goal should be about 20–25 pages in two columns at 10 pitch. This page limit helps to ensure conciseness.

Step 7. Prepare the "front matter"—the table of contents, introduction, etc.—and the "back matter"—the bibliography, references, and index. The back matter (in particular the index), is essential for the book to be as useful as possible for the reader.

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Appendix B: The “IMCEN Books”

The IMCEN Books: Military Quotebooks and More

Background. The “IMCEN Books” were a series of publications on subjects important to Army effectiveness, primarily “quotebooks” that gathered and presented the knowledge and experience of military leaders at many levels. The principal books included US Army Chief of Staff quotebooks; NCO quotebooks; a quotebook on the Officer/NCO relationship; a bibliography of NCO-related materials; and a handbook on command, leadership, and effective staff support.

The first IMCEN books were developed as a personal initiative by an individual assigned to the U.S. Army Information Management Support Center (IMCEN), then part of the Office of the Administrative Assistant to the Secretary of the Army. The primary mission of IMCEN was to provide information management support and services for the Army Secretariat, the Army Staff, and their assigned agencies and activities; nevertheless, the first IMCEN director, Robert Laychak, decided that printing the first books was in the Army’s best interest (IMCEN printing officers Andrew Hare and Michelle Davis were instrumental in this decision). IMCEN printed the books, and the Center for Army Lessons Learned (CALL) at Fort Leavenworth, Kansas, posted them online, and promoted their use (Dr. Lon Seglie in particular).

The second IMCEN director, Michael Selves, authorized the continuation of the series, and Lieutenant Colonel Dean Mattson, the IMCEN executive officer, acted as the official point of contact for the books. For nearly six years, from October 1995 to September 2001, Lieutenant Colonel Mattson responded to the many emails, letters, and phone calls regarding the books—work that he did in addition to his primary responsibilities. IMCEN was one of the Pentagon offices struck in the 9/11 terrorist attacks on September 11, 2001, and both Michael Selves and Dean Mattson were killed. Other IMCEN personnel were killed and injured in the attack, and Robert Laychak lost his son, David Laychak.

Michael L. Selves

Dean E. Mattson

The principal IMCEN books have been available online in a number of places, including the Center for Army Lessons Learned (CALL), and CISSM (the Center for International and Security Studies at Maryland) at the University of Maryland School of Public Policy, where the books were posted for their contribution to international security, and so that the wisdom and experience contained could be more widely shared. The thoughts of individuals who have borne great responsibility are a valuable legacy that can assist leaders at any level to meet the challenges of today and tomorrow.

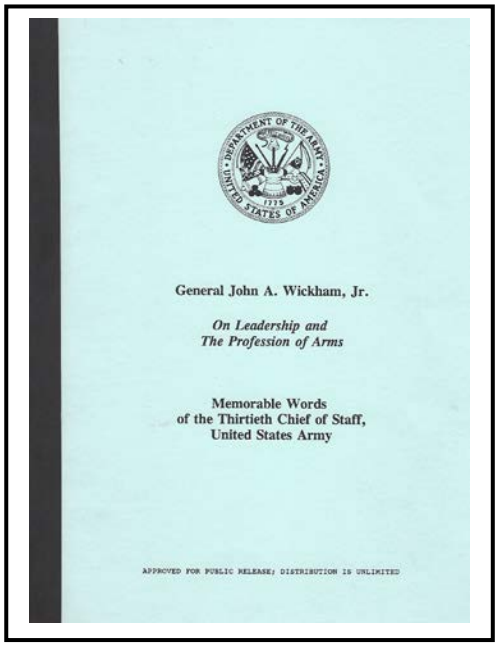
Appendix B: The "IMCEN Books"

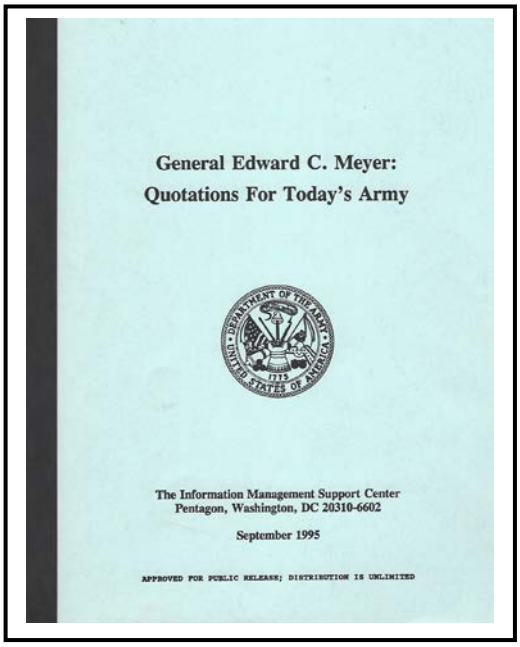
The Principal IMCEN Books

***The Chiefs of Staff, United States Army: On Leadership and The Profession of Arms,* 2000.**

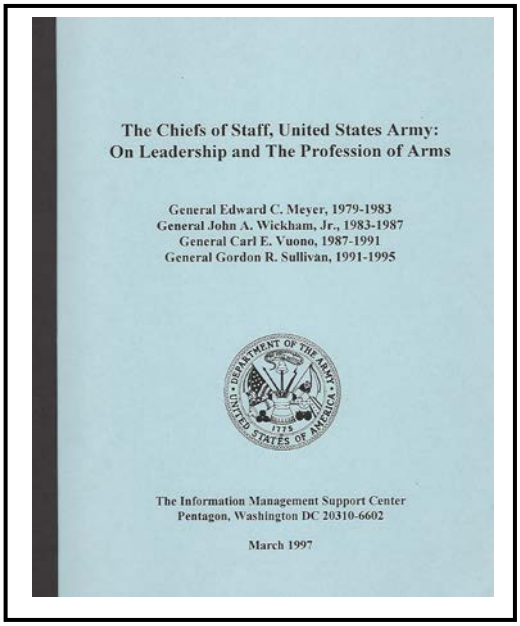
The "Chief of Staff quotebook" is a compilation of thoughts from the US Army Chiefs of Staff (CSA) from 1979 to 1999.* The thoughts in the quotebooks were drawn from each CSA's *Collected Works*, which included selected addresses, articles, letters, Congressional testimony, and White Papers.

IMCEN published a total of four CSA quotebooks. The first was *General John A. Wickham, Jr.: On Leadership and The Profession of Arms,* published in April 1995. The second was *General Edward C. Meyer*: *Quotations for Today's Army,* published in September 1995.





In 1997, the two books were combined with two additional chapters to make one book. IMCEN Director Michael Selves believed that adding the element of time by having each Chief of Staff's chapter in chronological order would make the book more useful for follow-on leaders by reflecting the history and development of the Army through the eyes of the Chiefs of Staff.



***** The book was later extended to include the period 1999–2003.

Appendix B: The "IMCEN Books"

In 2000, General Dennis Reimer's chapter was added.

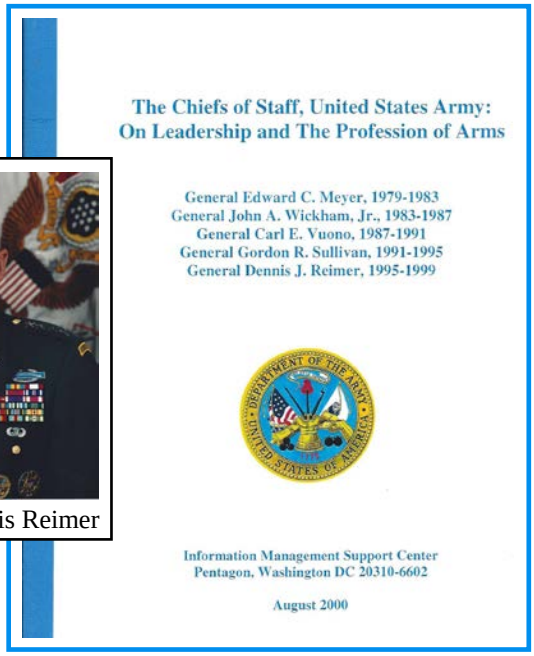
General E. C. Meyer

General John Wickham

General Dennis Reimer

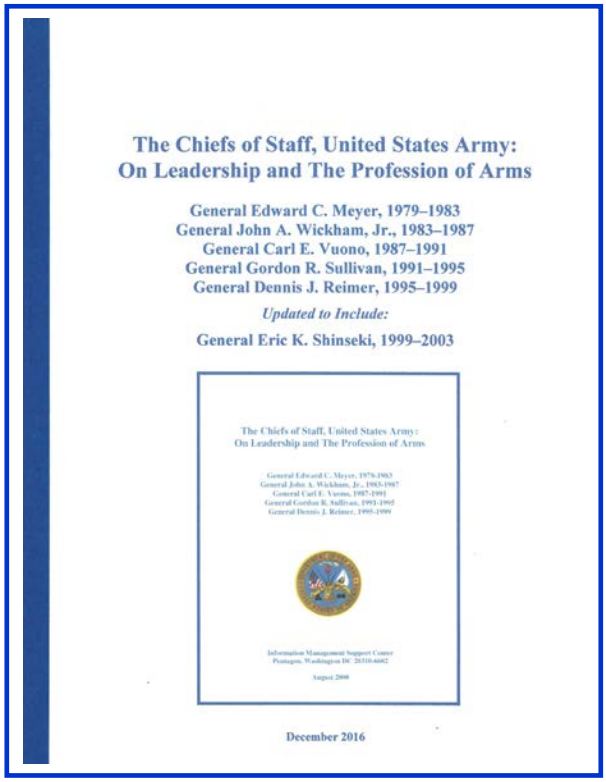
General Carl Vuono

General Gordon Sullivan



In 2016 a chapter for General Eric Shinseki (Chief of Staff 1999–2003) was prepared as an addition to the quotebook, to be posted online at CISSM (the Center for International and Security Studies at Maryland) at the Maryland School of Public Policy.

General Eric Shinseki



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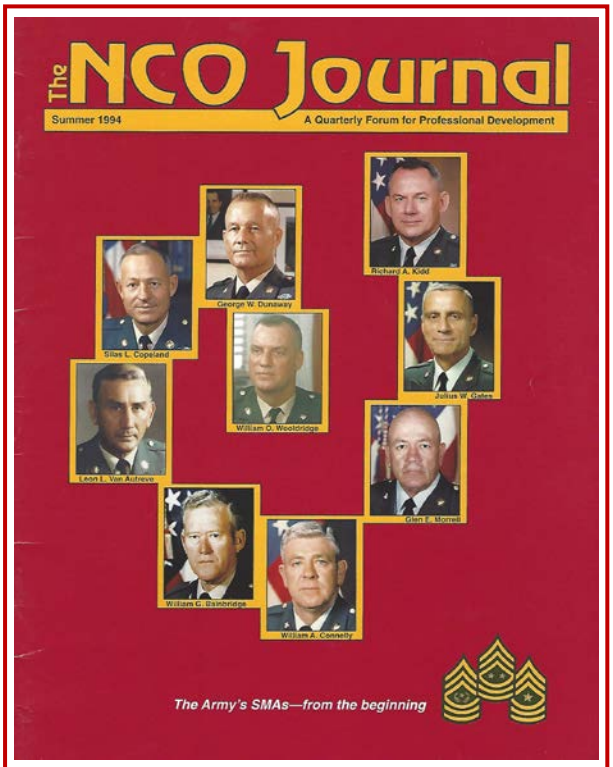
Appendix B: The "IMCEN Books"

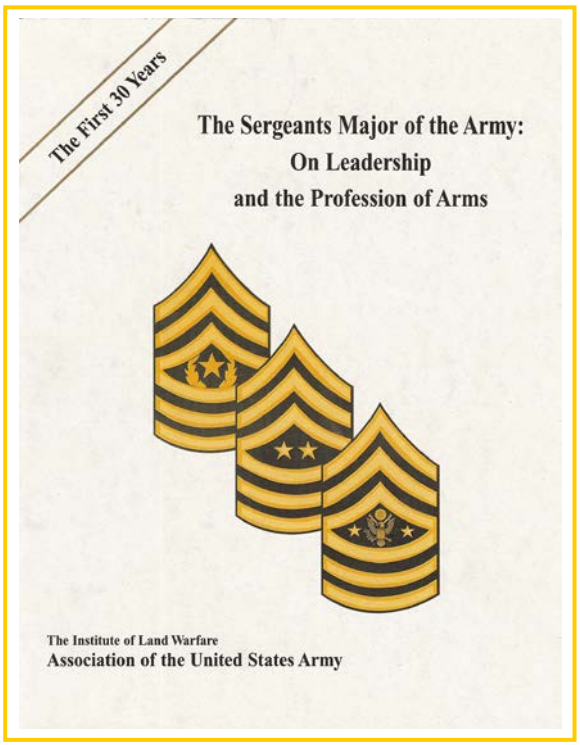
***The Sergeants Major of the Army: On Leadership and The Profession of Arms 1966–1996*, 1998.**

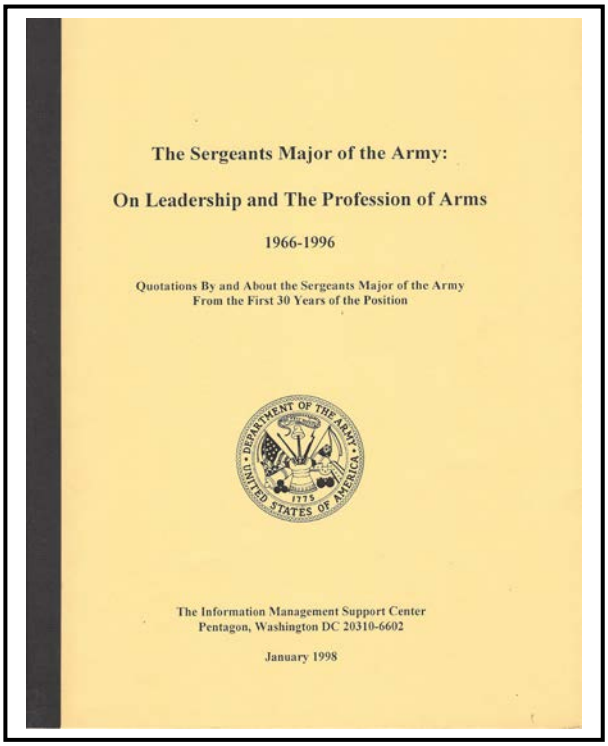
The "SMA quotebook" (SMA—Sergeant Major of the Army) is a compilation of thoughts from the first ten Sergeants Major of the Army from 1966 to1996. The quotebook was originally published by the Association of the United States Army (AUSA) to honor the 30th anniversary of the creation of the position of the Sergeant Major of the Army. On that day, July 11, 1996, SMA Gene McKinney presented copies of the book to the nine previous SMAs at the end of a Sergeant Major of the Army conference held in conjunction with the anniversary. The compiler later revised the AUSA SMA quotebook as an IMCEN book, which was then posted on the Center for Army Lessons Learned (CALL) website. Command Sergeant Major (retired) Jimmie Spencer, AUSA's Vice President for Enlisted Affairs, was instrumental regarding the original AUSA book. (AUSA later updated the SMA quotebook by adding quotes online in a "Quotes for Winners" version in 2000, and then in 2009 published a second, expanded version.)

Gene McKinney, 10th SMA



The first nine SMAs



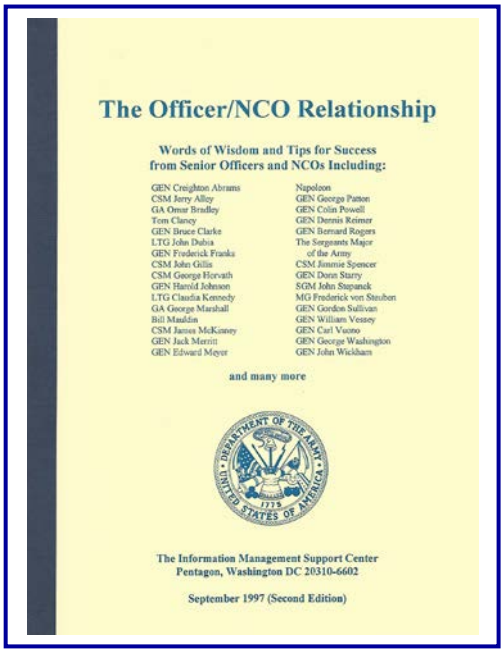


Appendix B: The "IMCEN Books"

***The Officer/NCO Relationship: Words of Wisdom and Tips for Success*, 1997.**

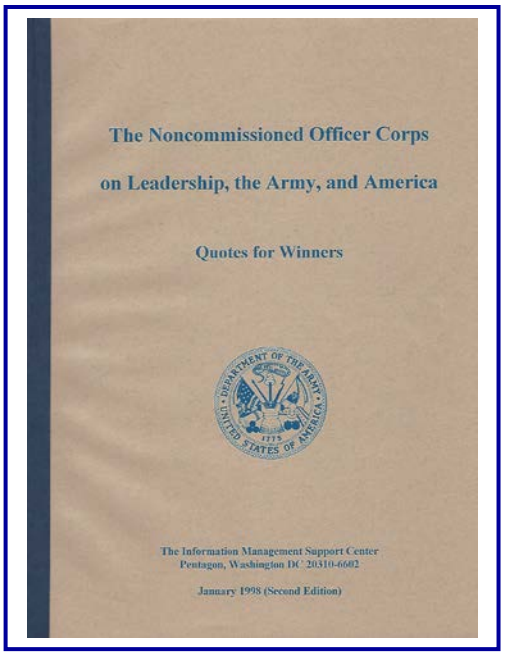
The "officer/NCO quotebook" gathered knowledge and experience from many commissioned and noncommissioned leaders about the officer/NCO relationship. The book addresses ways that officers and NCOs at every level can strengthen their teamwork, and includes a particular focus on three critical officer/NCO relationships: the platoon leader and the platoon sergeant, the company commander and the first sergeant, and the battalion commander and the command sergeant major.

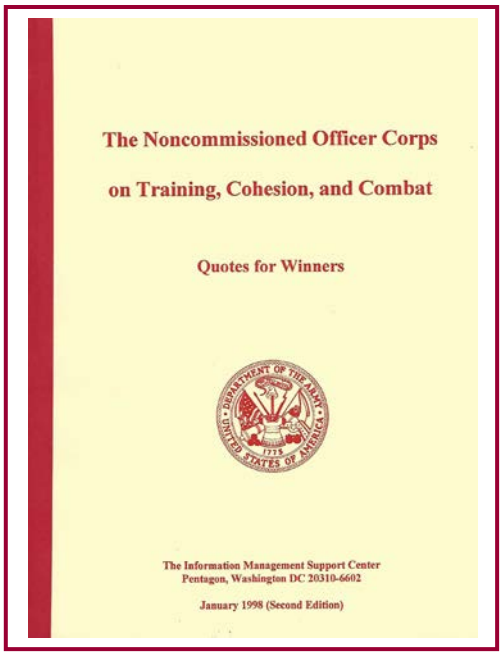
The officer/NCO team forms the cornerstone of the US Army, and needs to be strong for the Army to be most effective. The book includes quotations from the 16th century to the late 20th century, demonstrating how critical this relationship has been to military effectiveness in history.



***The Noncommissioned Officer Corps on Leadership, the Army, and America: Quotes for Winners*, 1998**, and ***The Noncommissioned Officer Corps on Training, Cohesion, and Combat: Quotes for Winners*, 1998.**

These two NCO quotebooks share the knowledge, wisdom, and practical experience of many noncommissioned and commissioned officers about leadership, the Army, and America, and training, cohesion, and combat. The books contain thoughts and tips from the Romans to the late 20th century, showing how important the noncommissioned officer—the bulwark of an army—has always been to nations everywhere.

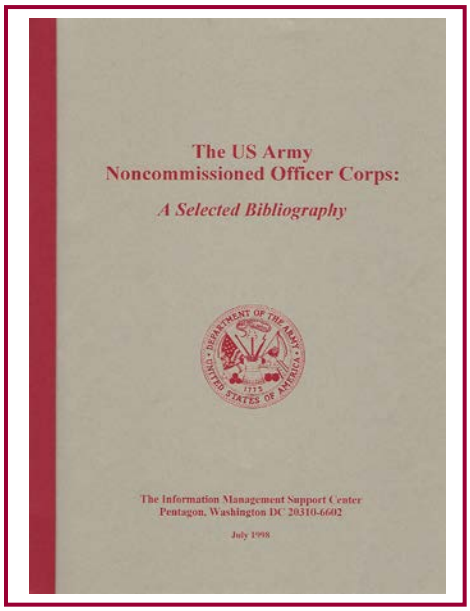




Appendix B: The "IMCEN Books"

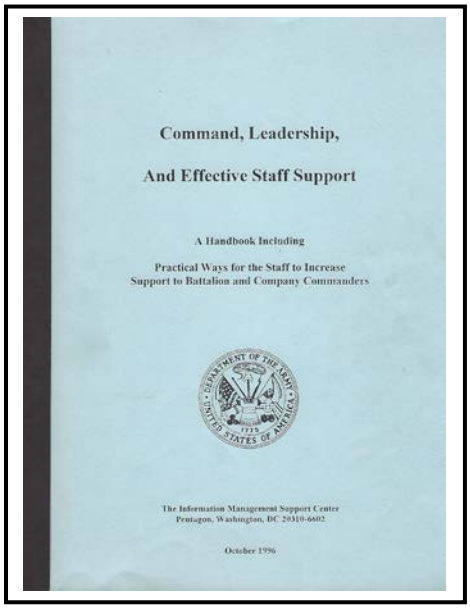
***The US Army Noncommissioned Officer Corps: A Selected Bibliography*, 1998.**

The NCO bibliography contains the most useful, significant, and rare books, articles, speeches, and oral histories regarding noncommissioned officers that were found while preparing the IMCEN books. The bibliography includes materials pertaining to noncommissioned officers from ancient times to the late 20th century.



***Command, Leadership, and Effective Staff Support: A Handbook Including Practical Ways for the Staff to Increase Support to Battalion and Company Commanders*, 1996.**

This handbook contains thoughts, insights, and perspectives that can assist leaders in meeting the challenges of command, leadership, and staff support. The book draws from the writings, speeches, and commentary of military leaders at many levels; Army manuals, particularly since 1943; and the experiences of many contributors.



The handbook focuses on leadership and the effective staff support of leaders and units. The leadership chapters apply to leaders at all levels, and the chapters for the staff focus primarily on how the battalion and brigade staff can better support the chain of command, especially from battalion commanders through squad leaders.

The book was found to be particularly useful for thoughts on leadership, for practical tips on getting the job done at the unit level, and for ways that the staff can better support companies and platoons as they execute their missions. As Colonel Jerry Pickar, the first senior leader to promote the use of the book, pointed out, *"There is a lot of material on leadership, but very little to help the staff."* The book focuses on military leadership and staff support, but the principles involved can also be applied effectively to help accomplish goals in civilian life.

– M. Yamamoto, December 2016

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Index