

ARMOR

Mounted Maneuver Journal

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Leadership and Mentorship

ARMOR

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Leadership/Mentorship – a Challenge for the Armor Branch

From tactical skills in the last *ARMOR* edition (precision gunnery), we move in this edition to focus on another but vital skill set: leadership and mentorship. Since I personally emphasize this area, I'd like to pull out excerpts from the *Army Profession Campaign Annual Report* (dated April 2, 2012) and give my thoughts.

We're doing some things right as an Army. For one, the force is extremely flexible and adaptable. Our troops can operate in complex environments, accomplishing tasks on behalf of the nation such as countering hybrid threats or developing foreign security forces. These tasks require continued emphasis on mission command and training that focuses on the human dimension as well as on warrior skills.

Nevertheless, the Army and Armor Branch need a time of introspection for a better way to do things, as there is always room for improvement. Armor professionals should always strive for perfection, "for if professions have a defining characteristic, it is that their members constantly and vigorously examine their own standards while relentlessly policing themselves to ensure adherence to the profession's beliefs and values."

After all, we absolutely cannot go wrong if we heed these words from GEN Douglas MacArthur: "The Soldier, above all other people, prays for peace, for he must suffer and bear the deepest wounds and scars of war. But always in our ears ring the ominous words of Plato: 'Only the dead have seen the end of war.'"

Refocusing

With this in mind, we need to refocus, as Sergeant Major of the Army Raymond F. Chandler III has pointed out. "We need to [make] sure we are building the bench of leaders we need for the next 20 years," he

said. "[D]evelopment of ... individuals has to come in not only operational assignments, but also institutional, education and self-development."

To serve as a foundation for refocusing, the PoA campaign's in-depth study identified six traits and seven key focus areas that not only distinguish the Army as a profession, they also serve as institutional and individual "touchstones" to "guide the profession through time, contingency and transition." I encourage you to investigate these Websites:

- Center for the Army Profession and Ethic, <http://CAPE.army.mil>;
- Army PoA campaign, <http://www.us.army.mil/suite/page/611545>;

- PoA campaign public Website, <http://cape.army.mil/Army%20Profession/ArmyProfession.php>.

It's easy to think it's only the institutional Army's responsibility to make changes – and we will make changes – but the practice of PoA is a very personal one, as the PoA campaign report emphasizes: "[W]ars are not won by materiel and sound doctrine alone. Far more important than either is maintaining a strong foundation of trained, disciplined and professional Soldiers and Army civilians who have always been and continue to be at the heart of all Army successes."

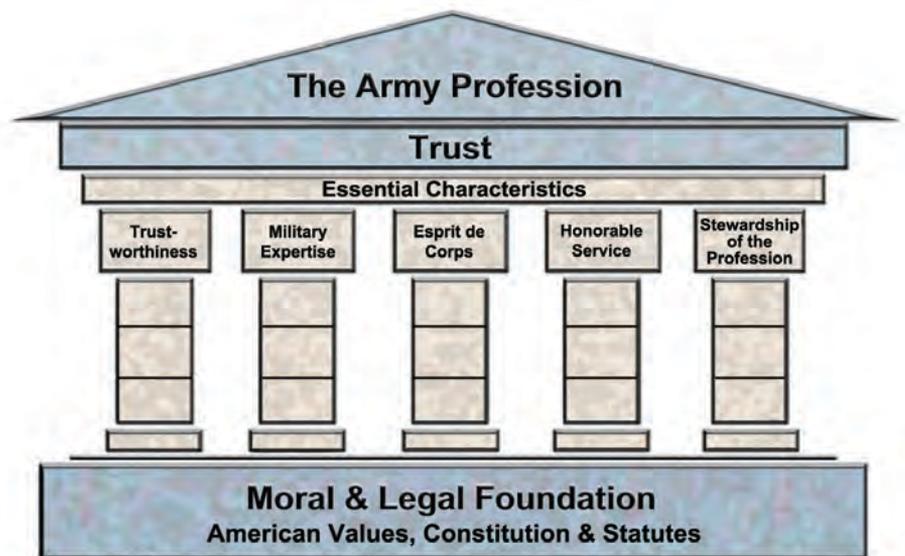


Figure 1. The Army Profession of Arms campaign identified six essential traits that distinguish the U.S. Army as a profession and serve as institutional and individual touchstones: trust of the American people, internal trustworthiness, military expertise, esprit de corps, honorable service and stewardship of the profession.

The six essential characteristics and seven key focus areas the PoA study discusses depend on leadership and mentorship. These characteristics and focus areas will occupy Armor leaders – at a micro, personal level as well as at an institutional level over the next few years.

Trust, trustworthiness

“Trust” and “trustworthiness” are inseparable. Army Chief of Staff GEN Raymond T. Odierno explained the different kinds of trust: “Trust is the bedrock of our honored profession – trust between each other, trust between Soldiers and leaders, trust between Soldiers and their families and the Army, and trust with the American people.”

The Army’s success directly ties to these bonds of trust. Without trust, there is no unit cohesion and no combat effectiveness. Trust must be earned regularly – it isn’t a given – and if it’s lost, it’s very hard to regain. Yet the PoA study has found “[t]here are indicators, however, of a lack of trust internal to the profession among varying levels of the Army, with leadership candor and expertise identified as the two contributing factors.”

The study also points out that “[t]hroughout the past decade, and on the battlefields of two wars, the Army has placed tremendous trust in the capabilities of its junior leaders and empowered them accordingly. [W]e must maintain this trust relationship and continue empowering junior leaders within the limits of their capabilities. At the same time, senior leaders must remember that by 2020 [most] junior leaders in each battalion will probably have no combat experience. That means that even as junior leaders are empowered, they must also be supervised.”

Trust and mutual understanding between Soldiers and leaders is a requirement for mission command, “the conduct of military operations through decentralized execution based on mission orders for effective mission accomplishment.” “Most operations we see in the military are decentralized operations,” explained LTG Robert L. Caslen, chief of the Office of Security Cooperation-Iraq. “Normally what that means is you are going to have a junior leader, a lieutenant or a sergeant, going out there making tactical decisions that have strategic effects. Nobody is looking over [his or her] shoulder saying, ‘Yes, pull the trigger,’ or ‘No, do not pull the trigger.’ The decision he or she is going to make ... is going to be defined by the set of values he or she aspires to, and those values are defined by the values of our Army.”

Today’s professional Soldier must not only have an ethos of integrity – a “moral-

ethical compass fixed on the laws of war, the Constitution, the values and ethos of the Army and the values of the American people” (2011 Army Posture Statement) – but must also have an “ethos of positive and responsible leadership of subordinates” to teach them Army Values. After all, Soldiers do not come into the Army with the concepts of what it means to be a professional Soldier already imbued in them – these concepts and values must be instilled in them through constant articulation and example. If leaders teach subordinates by word and deed the Army’s core values, mission command will succeed, and if not, mission command will fail.

Trust between Soldiers and their families and the Army means that Soldiers and families rely on the Army to care about their health and welfare, and that is one of the Armor School’s imperatives.

An important part of the element of trust is trust with the American people – the trust the nation places in the Army to defend our Constitution, the people of the nation and our way of life. “We are not just another bureaucracy of the government; we are a profession stewarding the constitutional ideals that set our nation apart,” said the PoA study report. “Army professionals, in turn, are responsible individually to develop and maintain the necessary moral character and competence – while following their own personal calling to a work that is more than a job – their moral calling of privileged duty to service in the defense of the republic.”

This relationship of trust, respect and service obligates our warriors and civilians to complete the education, training and experience necessary for certification in the three Cs: *competence* (military expertise), moral *character* and *commitment* to the Army profession. These are the criteria of a professional Soldier.

Closely related to the trait of trust is trustworthiness in internal and institution-to-individual relationships, and externally to mission partners. To earn trust, you must be trustworthy. Trustworthiness is “the positive belief and faith in the competence, moral character and resolute commitment of comrades and fellow professionals that permits the exercise of discretionary judgment.”

A leader who does not rigorously pursue the three Cs is not trustworthy. As the PoA study says, trust and trustworthiness are important, and tied in with leadership, because “[o]nly by military effectiveness, performed through honorable service, by an Army with high levels of trustworthiness and esprit de corps, and with members who steward the profession’s future and self-regulate the profession to main-

tain its integrity, can the Army be a military profession the American people trust to support and defend the Constitution and their rights and national interests.”

Building and sustaining trust relationships is one of the Army’s seven key focus areas for the future. Trust development will be the heart of our mentorship efforts in unit and organizational professional-development programs. (Trust development on a personal level will also enable Armor leaders’ efforts in instilling standards and discipline, discussed following.) Army Doctrine Publication 6-22, *Army Leadership*, was revised to explicitly address trust as an essential characteristic of the Army profession. Field Manual 1 (ADP 1), *The Army*, as well as ADP 3-0, *Unified Land Operations*, will be updated with this concept also. Trust development will show up in the curricula of pre-commissioning training, professional military education and the Civilian Education System to ensure that both Soldiers and civilians have an opportunity to develop the three Cs.

Military expertise

In the words of General of the Army Omar N. Bradley: “The American Soldier is a proud one, and he demands professional competence in his leaders. ... The American Soldier expects his sergeant to be able to teach him how to do his job. And he expects even more from his officers.”

Institutionally certified individuals and units gain trustworthiness through military expertise. As we reinvigorate our leader-development and mentorship efforts, our vision at the Armor School is to be the Army’s premier enduring institution for developing agile and adaptive Soldiers, leaders and formations that are experts in mounted-warrior, precision-gunnery and reconnaissance skills, our niche of military expertise. Similarly, our Armor School imperatives in this area are:

- Professional expertise in mounted-warrior, precision-gunnery and reconnaissance skills;
- Support of the operational mounted force;
- Competent, confident, physically fit and resilient Soldiers and leaders; and
- Tough, realistic and safe training.

The essential trait of military expertise encompasses three of the PoA study’s seven focus areas: institutionalizing Army-profession concepts; certifying Army professionals; and investing in leader development for Army 2020.

Continued on Page 50

GUNNER'S SEAT

CSM Miles Wilson
Command Sergeant Major
U.S. Army Armor School



Leading America's Best, Today and Beyond

Today's noncommissioned-officer corps is the best it has been in the 237-year history of the U.S. Army. Today's NCOs are smarter, digitally savvy and combat-tested and -proven. I feel proud and humbled to be a part of such a fine corps of combat warriors who truly are the backbone of the Army. With that said, we still have work to do.

As we transition to the Army of 2020, the NCO corps must be at the forefront of that process. Whether it is retention, training or leadership, today's NCO will be expected to be the subject-matter expert. This will not be an easy task as we face budget constraints, downsizing and an adaptive, ever-evolving and full-spectrum enemy. This is more than any army could overcome, but not *our* Army.

Leadership – and, more importantly, *engaged leadership* – has become the hot buzzword of the day. What does engaged leadership mean? We all know what engaged means. Over the past 11 years, we have mastered the mission “close with, engage and destroy the enemy.” We know how to mass fires and bring all combat multipliers to bear and engage our ene-

mies. This is exactly what engaged leadership is. As an NCO, we must know everything about our Soldiers and what our enemies are. The enemy could be alcohol, drugs, family issues, excessive debt and just about anything else you can think of. Once we have identified the enemy, we must know all the agencies, resources and other assets available to mass, engage and reduce our Soldier's enemy.

This is where mentorship comes in. Many definitions can be found for mentorship, but three things are common in all. Mentorship is personal, one-to-one development by a seasoned, wise and experienced NCO. An NCO must have the trust and respect of his Soldiers to be an effective mentor. That can be achieved by demonstrating and living one popular simple motto: “Soldiers don't care what you know until they know how much you care.” This issue of *ARMOR* magazine is loaded with outstanding articles on leadership and mentorship. I say that because they are authored by some outstanding leaders.

Speaking of outstanding leaders, I want to congratulate SFC Ryan Dilling and his

crew, SGT Zachary Shaffer, PFC Mark Backer and PFC Kyle Braun for winning the first annual Sullivan Cup and earning the title of Best Tank Crew in the Army. The event was a huge success, and we are looking forward to improving the competition next year.

Sticking with the outstanding-leadership theme, the time has come to say goodbye to our 46th Chief of Armor, BG Thomas James and his family. BG James is headed to 1st Cavalry Division to assume the deputy commanding general-maneuver position. All of us in the Armor Force want to thank BG James for his leadership and wish Team James the very best in their new role.

Let us also never forget those who have paid the ultimate price and can no longer be with us, and all those great Americans currently serving in harm's way.

‘Til we all ride again.

Forge the Thunderbolt!

A Functional Need for Mentorship: A 'Tough' and Smart Bunch of Warriors

by MAJ Jonathan L. Due

In an era when U.S. Army officer retention is an acute challenge, why professionals choose to stay in the Army is increasingly important.¹ To be sure, current members of the U.S. Army officer corps possess incredible amounts of love of country, devotion to freedom, dedication to duty and a commitment to both the Army's values and its Soldiers. Moreover, the U.S. Army officer corps (not to mention its enlisted and noncommissioned counterparts) also possesses an impressive array of talent. These values, ideals and professional traits are the sacred touchstones of military service in a time of war.

As for me, I choose to stay in the Army based on another important factor: my fellow officers.

In theory at least, and in reality, for the most part the Army is a profession comprised of inspiring individuals who value learning and teaching. For example, when COL J.B. Burton was leading his brigade in 2007 in a demanding full-spectrum-op-

erations fight in the heart of a very volatile Baghdad, he wrote a memorandum providing feedback on proposed officer-retention bonuses and in it described the American Army officer corps as a "very tough crowd of warriors" who "have spent the last four years in a continuous cycle of fighting, training, deploying [and] fighting."²

Burton also described the group of officers he led and fought with as dedicated and brave individuals who, although they had been "ridden hard," viewed their service as much more than "financial gain."³ In fact, Burton's suggestion to the Army regarding officer-retention rates de-emphasized monetary bonuses and emphasized time for development and learning.

Burton's conclusion is important, as it highlights a key strength of the officer corps. Significantly, Burton described something far more than just "tough, brave or dedicated officers" – he described a body of professionals who are tough *and* smart. These qualities are critical to vic-

tory on the battlefield and institutional success in accessing, developing and retaining talented officers.

On a personal level, these "tough and smart" officers are the reason I wear the uniform. In short, there are two primary reasons I stay in the Army: my mentors, who embodied the ideals of "smart and tough" warriors, and those whom I have mentored, who share the same qualities. Together these experiences have presented me with many opportunities to learn and develop as a member of the profession of arms (and maybe become a bit tough and smart myself).

My mentors

Mentorship, defined in Army Regulation 600-100, *Army Leadership*, and Field Manual 6-22, *Army Leadership: Competent, Confident, Agile*, as "the voluntary developmental relationship that exists between a person of greater experience and a person of lesser experience that is characterized by mutual trust and



Soldiers participate in a Best Warrior Competition. (Photo by PFC Shane Samuels)

respect,” has long been an important part of Army officer development.⁴ A quick survey of American military history underscores the importance of mentorship. Dwight Eisenhower spoke eloquently of his relationship with Fox Connor, a senior officer who encouraged him to read – and think deeply – about his profession. Likewise, officers such as Omar Bradley and especially Matthew Ridgway, consistently mentioned the formative mentorship they received from George C. Marshall.

For me, the chief point of similarity with each of my mentors was the fact that, to an individual, they were excellent teachers who valued the critical importance of learning and intellectual development. My mentors came armed with a slew of advanced degrees, to include multiple doctorate degrees and diplomas from the School of Advanced Military Studies, and they demanded clear thinking and concise communication skills in a variety of environments. Perhaps most importantly, each of my mentors expected – in fact, they demanded – that I do my own thinking.

When discussing professional and intellectual matters with them, I had to demonstrate evidence of my own independent thoughts. Agreeing for agreements’ sake was forbidden territory. However, it only took a few glances and some pointed comments to make that point clear. In the end, each of my mentors not only offered their own personal examples but also a steady string of conversations and opportunities to demonstrate what a “tough and smart” warrior looks like. Perhaps more importantly, they each demonstrated how a Soldier-scholar thinks and acts.

My mentorees (and self-development)

Interacting with the subordinates I mentored complemented the professional development and satisfaction I gained from interacting with my mentors. Ranging in rank from cadet to major, my interactions with peers and subordinates often challenged me intellectually as much as my

interactions with my superiors did. In fact, on many occasions, those I mentored challenged me more.

Reflecting on my own experiences, and sharing them in classroom and social settings with peers and subordinates, forces me to analyze and synthesize my experiences in the context of military theory and history. Combat experience, broadening educational assignments and the opportunity to teach and discuss the intersections of those experiences and scholarship did much to formalize my thinking on the important considerations of the military profession – to include my continued participation.

Remaining challenges

Taken together, these elements of learning have kept me in the Army. However, one must fully acknowledge that the Army – despite the immense amounts of personal loyalty and selfless devotion demonstrated daily – is an imperfect beast. The big green machine is too big (and bureaucratic) and too busy (and anti-intellectual) to be the learning and mentoring organization many would like it to be. Thus the challenge to think, mentor and fight for a deeper understanding of war and our profession remains. As we continue to think, mentor and fight, we must keep in mind the qualities, resources and time required to develop current and future generations of “tough and smart” warriors.



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Notes

¹ One of the most important studies concerning officer retention and the management of “talent” is sponsored by the Vice Chief of Staff of the Army and the Strategic Studies Institute. See SSI publication, *Talent: Implications for a U.S. Army Officer Corps Strategy*, available on-line at <https://www.officer-strategy.strategicstudiesinstitute.army.mil/>. Other SSI military-leadership publications can be found at <https://www.strategicstudiesinstitute.army.mil/military-leadership/>.

² Burton, COL James B., memorandum for record on U.S. Army officer retention, July 8, 2007, *Small Wars Journal*, available on-line at <http://smallwarsjournal.com>, accessed Jan. 11, 2010.

³ Ibid.

⁴ AR 600-100, *Leadership*, U.S. Government Printing Office: Washington, DC, March 8, 2007; and FM 6-22, *Army Leadership: Competent, Confident, Agile*, GPO: Washington, DC, October 2006, Glossary-3. In fact, the 1985 Professional Development of Officers Study, headed by then-MG Charles Bagnal, identified mentorship in units and in military classrooms as a critical element in developing a competent officer corps.

ACRONYM QUICK-SCAN

AR – Army regulation
FM – field manual
GPO – Government Printing Office
SSI – Strategic Studies Institute
USMA – U.S. Military Academy

What 'Right' Looks Like

(part of a commander's legacy)

by retired MG Larry J. Lust

The commander of a company/troop/battery has many responsibilities, but none more important than ensuring the members of his or her unit know what "right" looks like. As you prepare to assume the duties and responsibilities of command, or have recently assumed command, you may be questioning if you know what right looks like. The answer to this question will depend a great deal on the battalion and company commanders you have served under or observed before taking command. Below are several actions to assist you in making sure your Soldiers (officers and enlisted) know what right looks like.

Never miss an opportunity to reinforce the chain of command. Your unit's chain of command will be no stronger in combat than you make it in garrison and during training events. Does your first sergeant stand in front of the formation and pass out the information directly to Soldiers, or does he or she rely on platoon sergeants and squad leaders to relay information?

If your first sergeant uses platoon sergeants to inform squad leaders, and squad leaders to keep the unit's Soldiers informed, he or she is strengthening the unit's chain of command. This does not mean the first sergeant and platoon sergeant cannot or should not address the company or platoon, but when they do, it should be on matters of considerable importance to the successful operation of the company or platoon.

No doubt folks will tell you that passing information through the platoon sergeant and making the squad leaders the focal point has the risk of miscommunication from the first sergeant to the platoon sergeant. There is validity in this viewpoint; however, if the first sergeant and platoon sergeant require subordinate leaders to take notes when they are putting out information, they will help ensure information passes accurately.

Noncommissioned officers who cannot pass information accurately in garrison or during training events may have difficulty passing orders and information accurately on the battlefield. In tight spots on the battlefield, Soldiers will look to their squad leaders for guidance and direction. Those squad members need to have confidence their leaders are providing accurate guidance and orders.

Learn how your arms room operates. The unit armorer should not be the individual charged to determine if weapons are clean. That responsibility belongs to your platoon sergeants. The unit armorer should receive weapons into the arms room when the platoon sergeant says they are ready. He or she should inspect weapons for cleanliness after they are in the arms room and report unsatisfactory weapons to the first sergeant and executive officer. One or both of these individuals should then inspect the weapons identified by the unit armorer. When weapons inspect-



ed by the first sergeant or XO are found to be unsatisfactory, the appropriate platoon sergeant and squad leader should personally bring the deficient weapons to standard. Yes, the platoon sergeant and squad leader, not the Soldiers, should clean the weapons to standard. Experience tells me you will need to do this only once before the issue of weapons not being cleaned to standard ceases to be an issue. To set the conditions for success, ensure there is sufficient weapon-cleaning supplies available to Soldiers.

Inspect licensing procedures in your unit. Specifically, who says a Soldier can operate the equipment you have entrusted to the platoon's leadership? The individuals you should hold accountable for ensuring accurate and safe operation of the unit's equipment are the platoon leader and platoon sergeant. This is a fact whether performance of operator training and licensing are within your unit or centralized at another level. As such, these two individuals should also be the approving authority as to who operates equipment entrusted to their leadership.

Who should operate equipment is different from who should be licensed. Licensing is an administrative requirement to ensure the Soldier receives appropriate operator training and demonstrates appropriate equipment-operating skills to an individual authorized to issue operator licenses. The platoon's leadership should determine who will operate the platoon's equipment and ensure all Soldiers are knowledgeable and skilled in operating that equipment.

Hold all unit formations in accordance with Field Manual 3-21.5, Drill & Ceremony. Junior-ranking Soldiers, enlisted and officer, will see "right" by watching how you and your first sergeant execute formations. If you operate your formation by FM 3-21.5, you will ensure your Soldiers know what right looks like in the eyes of professionals.

Pay attention to maintenance. There are a great number of areas to check to determine if your unit knows what right looks like in this area. Start by learning what your vehicle operators know about their vehicles and maintenance-shop operations. If your unit operates humvees, ask if checking for water in the fuel is a "before" or "after" preventive-maintenance check. Does each humvee have a rubber hose attached to the fuel-drain valve? Has the unit provided operators with transparent containers for fuel samples, and where do they dispose of samples containing water?

If an operator provides an answer other than "checking for water in the fuel is an after-operations check," ask for the reference in the operator's manual. This action will do two things for you. It will let you know if the operator has operator's manuals, and you will be able to show the operator where to find the correct information in the manual. If the operator says he or she has a rubber hose attached to the fuel-drain valve, have the operator show you so you can judge whether the hose is of sufficient length to allow fuel to be drained without spillage.

If an operator lacks this item, have the operator show you how he or she drains fuel to check for water without spillage. The unit should have issued the operator a transparent container to drain fuel into when checking for water in it. If the unit has not issued such containers, have the operator show how he or she collects a fuel sample and inspects it for water at the bottom of the container. The unit has a responsibility to provide operators a location(s) to deposit their contaminated fuel samples. If these contaminated-fuel-sample collection stations are not convenient,

some operators will dispose of their contaminated samples in a less than environmentally friendly manner.

Pay attention to duty rosters. Are they posted a minimum of 10 days prior to the date duty is to be performed? I suggest 10 days since this will generally give Soldiers enough time to cancel prepaid activities and receive a refund. Does your unit maintain a weekend-duty roster for unscheduled tasks, or are the personnel who happen to be in the barracks tasked? If such a duty roster exists, does it include all unit personnel or just those in the barracks?

Unscheduled weekend tasks are assigned to the unit, not to just the personnel who happen to be in the barracks. The weekend roster for unscheduled tasks should include all non-exempt personnel within the unit, and these individuals should be required to meet a recall time standard to perform the duty.

These six actions provide a starting point for evaluating your unit's knowledge of what right looks like. As you go about executing the duties and responsibilities of command, remember that the junior Soldiers in your unit, both officer and enlisted, will depart your unit thinking they have seen what right looks like. Your responsibility is to ensure they have.



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ACRONYM QUICK-SCAN

FM – field manual
HQDA – Headquarters Department of the Army
XO – executive officer

Patton Was Not a Tanker

by Mike Sparks

*(Editor's note: GEN George Patton's leadership is viewed here through the lens of a movie. While we recognize this is an unusual approach, it vividly points out Patton's enduring legacy. The movie this article is based on is **Patton**, a two-disc collector's edition DVD, www.amazon.com/Patton-Two-Disc-Collectors-George-Scott/dp/B000EHSVS2/ref=pd_cp_d_0. The DVD includes an introduction by screenwriter Francis Ford Coppola; commentary by Coppola; "History Through the Lens: Patton – a Rebel Revisited" documentary; "Patton's Ghost Corps" documentary; "The Making of Patton" documentary; production-still gallery accompanied by Jerry Goldsmith's complete musical score; and behind-the-scenes still gallery accompanied by audio essay on the historical Patton trailer.)*

In 1970 my World War II combat-veteran father took me to see **Patton** starring George C. Scott. I know now from the two-disc collector's edition DVD release that Robert Patton, GEN George Patton's grandson – roughly my age – was also in a movie theater with his dad, Vietnam legend COL George S. Patton IV, having values passed down from father to son. In his case, grandfather to son to grandson.

I did not know what was happening then, all I wanted to see was battle "action." In fact, there is very little action in **Patton**. **Patton** is the most important American military movie to date and the most dangerous if viewed wrong. When it premiered, Americans demoralized by failure in closed-terrain Vietnam wanted to latch onto an authority figure – a hero. They wanted someone to show them the way to victory. **Patton** is a reminder of "what right looks like" so we embraced it all – his vanity and outward appearances – without realizing the actual ulterior motivations.

Not long after, we ditched our blood-earned experiences in Vietnam in favor of reliving World War II at the Fulda Gap by building our own supertanks to duel the Soviets in Europe's open terrain – **Patton: the Cold War Sequel** coming soon to World War III in the European country nearest you.

Yet the actual way to victory was sitting in the theater watching his father win World War II. COL Patton's armored cavalry regiment had found a formula to win even in the closed terrain of Vietnam, but it involved using lighter tanks to maneuver – not duel other tanks. Instead, a generation of Army leaders chose to recreate the Army depicted in the El Guettar battle scene – and not the actual content of the film, which shows how Patton used maneuver, not tank duels, to defeat the Germans.

Win wars, don't fight for the sake of ego. The damnest thing is that Scott, who is playing Patton, looks straight into the camera and tells the audience – like it was an assembled group of Soldiers – in the first lines of the movie: "The object in war is to make the other poor dumb bastard die for his country." Patton is telling us right then and there to stop with the narcissism of our own deaths and casualties as badges of honor – what matters in war is victory, and being alive to enjoy it, so let's get on with it. Do not be impressed or rely on battle to self- and peer-validate; be objective and professional, and get the results. War is *not* a duel. Patton is telling us right there to not obsess with tank dueling. Win battles. He then tells us how to do it – with maneuver.

"We are going to hold them by the nose, then kick them in the pants." Patton is saying that one maneuver axis will hold the enemy's attention so another – a cavalry that is more mobile than the main body – will go around and defeat the enemy by maneuver-terrain-leverage; not slamming into the enemy and dueling him. This is the whole thrust (pardon the pun) of the movie.

There is not much battle action in **Patton because Patton is winning by maneuver.** This is the secret of his confidence and the true meaning of the movie. Gain the MTL and the enemy

will be defeated because he is off-balance and in a no-win situation – exactly what we refused to do in Vietnam by not stopping the closed-terrain infiltration and holding them by the nose. Instead, we went all over Vietnam (and later Cambodia) trying to kick the enemy in the pants without first holding him in place. In this special-edition DVD, 25th Infantry Division combat veteran and director Oliver Stone said the movie **Patton** convinced President Richard Nixon to invade Cambodia and then leave – resulting in the destabilization of that country into communist genocide. The real GEN Patton said always get a winning concept of operations.

Throughout the movie, once you decipher that "it is the maneuver, stupid" – not battle – you will see Patton surrounded by others who simply do not get it. They see the only ways to win are by slamming into the enemy and suffering casualties by combat. They are the GEN Bernard Montgomerys of the British army who want to build up supplies and slam into the enemy as the only way forward.

When planning to seize the island of Sicily at the southern end of Italy, Montgomery wanted to land in the south and drive north with Patton on his left – "two big blue arrows" massed in one direction – but the enemy clearly saw and reacted against this. Patton wanted to land elsewhere and surprise the enemy at Palermo, at the island's north, and head east to cut off the German retreat as Monty pushed up.

The cautious and tactically naive Eisenhower – even though he had just seen the Kasserine Pass consequences (dead Americans in the desert after Rommel attacked them in the movie's second scene) when Operation Torch landings missed taking Tunisia – opted for the conservative approach and ordered Patton to land to Monty's left. Had Patton landed where he wanted, the Germans would have been trapped on Sicily and not lived to hold us off for two more bloody years in the mountains on Italy's boot.

Patton made do. He detached a part of his force and drove north to Palermo, where he wanted to start from in the beginning, then headed east by a series of small amphibious landings to unhinge the Germans tactically. MG Lucian King Truscott of 3rd Infantry Division stormed into Patton's headquarters and demanded a 24-hour delay so his men could rest before the amphibious landings. Patton refused and explained that the key was to be audacious and exploit the enemy's unpreparedness.

Patton said that in the long run it would save lives, but this fell on deaf ears because it was misinterpreted as excuses so he could gain personal-ego benefit over rival Montgomery by reaching Messina first. Coppola smeared Patton's sound military art by citing his vanity and narcissism. The DVD special-edition documentary reveals that Patton's overbearing behavior – "a gentleman must be able to curse non-stop for three minutes without repeating himself" – was a deliberate showmanship tactic of visible personality to buck up citizen-Soldiers with little military drive.

Karl Malden's GEN Omar Bradley did an eloquent job of explaining how the Soldier had no dreams of military glory and just wanted to survive. However, in the anti-war vein in which the movie is written, Scott's Patton's true argument that "bold maneuvers will save lives and shorten the war" is lost. One walks away thinking that being the nice-guy Bradley and just slugging it out – as told by the bureaucracy – is somehow best serving the Soldier when really it is not.

However, there was some very interesting character development in Bradley later in the film. After D-Day the Allies were stuck in the hedgerow country of France. Monty couldn't take the city of Caen, which was defended by the weight of German panzers. Af-

ter realizing Patton was right all along, Bradley finally offered Operation Cobra, where Monty held the Germans' attention and out came Patton's Third Army in behind them. Hold them by the nose, then kick them in the pants.

Bradley had changed. He represented the change the audience was supposed to realize, but more often than not, unsophisticated Americans only see the outward mannerisms of Patton and assume it means that the formula for success is being an overbearing donkey and slamming into the enemy. They fail to decode the real message of the movie – and Patton's life – which is maneuver.

Patton defends against the Afrika Corps. The opening-scene speech also has Patton saying that we are not going to defend anything, but keep on moving until we get to Berlin and collapse the Nazi government and end the war. Note this is a fragment from a speech to troops in France on the same land mass as Germany, not North Africa. Many use this speech to protest developing any kind of defensive excellence in America's army; it also contradicts Patton's words that we need to hold the enemy. In fact, the very first battle scene has Patton in defense at El Guettar. Oops.

It's clearly a flaw in the film that screenwriter Francis Ford Coppola – who has no military background – unintentionally created by assembling a montage of Patton speech quotes from different times and places to be a representative example. This has made the false impression that Patton was against ever being in defense that has had severe and fatal repercussions in U.S. military practice and thought.

Americans – impatient and lazy by nature – want a quick victory by an offensive drive on a Berlin or a Baghdad to collapse a nation-state war foe. Afterwards, however, we have to hold what we have for it to be of any value, be it a Germany, an Iraq or an Afghanistan. If we are not willing to hold the enemy – regardless if he is outside or inside – by fortified lines, walls or security fences at the border, or we will end up chasing the devil all over the bush trying to kick him in the pants.

The Mannerheim line saved Finland from the Soviet army; the Morice line gave the French a chance for victory in Algeria and keeps Israel safe today. A sensor-security line – backed by quick-reaction forces and composed of Patton's son's armored cavalry regiment-like light armor – is what we need to secure Vietnams by holding the enemy by the nose and kicking him in the pants.

Coppola is fired – then wins an Academy Award. Another interesting feature of the *Patton* special-edition DVD is Coppola tells us in an interview that he was fired from the film and was about to be fired from *The Godfather* when the film based on his script won several academy awards for best picture, best actor and – you guessed it – best screen play. He received vindication!

Coppola kindly tells young people not to take to heart rejection by a bureaucracy for what you know is right. Stick to your guns. Stick to what you know is true. He wanted to show all the sides he could of Patton – and he did a brilliant job since its layers are thick and we are still decoding it today. It's not his fault we fail to properly decode the film.

Coppola says he wanted to show Patton as a military rebel to appeal to the “droves” at the time. Just what is he rebelling against? Bureaucracies – not just military ones – want to homogenize everyone to conform and be like everyone else. Yet this only creates a main body, a herd that can only do so much since it offers no other direction.

Patton in his writings warned constantly against being a “yes-man” in military bureaucracies, yet his admonitions were ignored. Nobody wants to die, and when confronted with death daily in war, the natural tendency is to bunch up, herd together and try to force the issue with numbers alone. Quantity, not quality. Stick the nose to the grindstone. Yet, with precision-guided munitions increasingly dominating land warfare, there is no safety in large numbers. Each target presents risks for destruction, for real, just as

the first battle in *Patton* – except every tank is destroyed unless protected by a smokescreen and/or countermeasures.

We are not helping the Soldier by sending him to his death if he is going in a predictable direction in increasingly wheeled trucks that are stuck to roads/trails where the enemy awaits with ever-bigger land mines and missiles. We must be able to “do a Patton” and land by sea or air at an unexpected place and time, and drive cross-country into the enemy with a cavalry in lighter tanks – like the variants of the M113 Gavin that COL Patton's ACR used in Vietnam.

Cavalry must think dozens of miles ahead – not just the grid square or two in front of a walking infantryman. The infantry or “dragons” we need must ride swiftly, stealthily and with armor protection in their own light tanks, not be walking bunched up by their tanks, or they will be destroyed as “a waste of fine infantry,” as Scott's Patton laments in the film.

Fast-forward to Lebanon in 2006 and see “fine Israeli Defense Force infantry” chopped up following tanks on foot straight into the dug-in enemy. Hezbollah read the IDF's “playbook” and was ready and waiting. The “Ghost Corps” documentary on the DVD set illustrates what happens when infantry lacks tanks. It further demands that our current tank-less light-infantry brigade combat teams have their own high-technology M113 Gavins to ensure they always have their own tank fire support and armored transport.

If we want to win wars – and not suffer stalemates in places like Caen, Beirut, Mogadishu, Iraq and Afghanistan – we must not duel our enemies, be they in other tanks or on foot. The object in war is to make the other guy die; if he resists you, outmaneuver him by using the terrain and situation against him so his goals are defeated. That is the message of *Patton*.

Patton was not a tanker; he was a maneuverist.



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ACRONYM QUICK-SCAN

ACR – armored cavalry regiment
DVD – digital versatile disc
IDF – Israeli Defense Force
MTL – maneuver-terrain-leverage
NCO – noncommissioned officer
USMC – U.S. Marine Corps



Armor leader profile:

GEN Der Panzertruppen Oswald Lutz – a Master Mentor

by retired BG Raymond E. Bell Jr.

Mentors do not get much respect. Often they do not receive much recognition, especially those mentoring the famous. Take, for instance, the famous German armor general, Heinz Guderian, the reputed father of the World War II German mechanized-warfare establishment and the author of the books *Achtung Panzer!* and *Panzer Leader*. Armored troopers are very familiar with GEN der Panzertruppen Guderian, but how many have heard of GEN der Panzertruppen Oswald Lutz (1876-1944)? Yet I believe if not for Lutz, there may never have been a famous GEN Guderian.

Lutz is known as the German general who oversaw the German army's motorization in the late 1920s and early 1930s. He was appointed as the first General de Panzertruppen of the Wehrmacht in 1935.

Prelude: motor vehicles

There is hardly a book about the birth of German armor in German or English that does not extol Guderian's virtues and accomplishments. History tells us, however, that Guderian did not start his military career as an armor or tank officer. Indeed, he joined his father's infantry regiment as an officer cadet and spent World War I as a signal officer.¹ He had no dealings with tanks in the war and, when it was over, he still lacked knowledge of armored fighting vehicles and their tactics as executed in the war, such as they were.

The Treaty of Versailles, which ended World War I, prohibited the new German republic from having a large army and being equipped with tanks, aircraft and

heavy artillery.² Nevertheless, it did not prohibit members of the Truppenamt, the successor organization to the German General Staff, from thinking about tanks and their possible employment in future warfare. At first, the vehicle for experimenting with mobile-warfare concepts was the mundane car or truck. It was with such rudimentary means that Guderian became involved in mobile operations. However, he had to get to motor-vehicle-mounted combat first.

Guderian's first opportunity came in 1922 when the chief of motor transport troops, COL Erich von Tschischwitz, requested the assignment of a German General Staff-educated officer to his staff.³ The assignment's purpose was to enable von Tschischwitz to expand the role of motorized formations from a logistics to a combat role. Von Tschischwitz saw the potential in moving a mobile operational reserve more quickly about the battlefield by motor transport rather than by horse or rail, and he felt that the flexibility motor vehicles had filled that requirement. To exploit the potential, von Tschischwitz turned to Guderian, who had been studying the concept of motorized combat formations.

(Editor's note: Guderian, who was fluent in English and French, had been studying the works of British maneuver-warfare theorists J.F.C. Fuller and B.H. Liddell Hart, and the writings of then-obscure Charles de Gaulle. He translated these works into German. In 1931, when he became chief of staff to the Inspectorate of Motorized Troops under Lutz, he wrote many papers on mechanized war-

fare based on extensive wargaming without troops, with paper tanks and then armored vehicles. Later, when Britain was experimenting with tanks under MG Percy Hobart, Guderian kept abreast of Hobart's writings and, at his own expense, had someone translate the articles being published in Britain.)

During the early 1920s, Guderian taught military history and tactics to officers of the motor transport corps in an official capacity.⁴ He also published articles in German military publications such as *Militär-Wochenblatt* about mobile troops.⁵ In 1927, Guderian transferred to the transport section of the War Ministry, where he also continued instructing motor-transport officers on tank tactics. Strangely, however, although Guderian was gaining a reputation through teaching and wargaming, he had his first actual encounter in 1929 with armored fighting vehicles, the employment of which he was to become so well known. A trip to Sweden afforded him the opportunity to visit the second battalion of the Gota Guards, a Swedish tank battalion equipped with tanks based on a German model developed during World War I (but which never went into full-scale production).⁶

Enter Lutz

Guderian's promotion in the post-war Reichswehr was typical of many of the officers in the small 100,000-man German army. Although Guderian received encouragement in his work with mobile troops from individuals such as the editor of *Militär-Wochenblatt* and von

Tschischwitz, it was not until February 1930 that his armor career began to accelerate. It was then that his true mentor, COL Oswald Lutz, took Guderian under his wing.⁷ The timing was also right because the restrictions of the Versailles Treaty were becoming less burdensome, although by no means less restrictive. The victorious World War I allies were beginning to look the other way with the emergence of diverging views on how to handle Germany in the future. Also, Germany was secretly experimenting with new equipment as well as conducting tank training in the Soviet Union.⁸

Guderian first met Lutz in January 1922 during Guderian's attachment to Lutz's 7th (Bavarian) Motorized Transport Battalion in Munich.⁹ Lutz came to respect Guderian's work, and they became friends. Lutz, who was senior in rank to Guderian, did not let that stand in the way of encouraging Guderian and his ideas. It was also fortunate that Lutz and Guderian thought along the same lines when it came to tactical concepts. Both were advocates of combined-arms teams, not just pure tank or infantry formations, and the exploitation of advanced military weaponry.¹⁰

It was Lutz who helped lay out the basic premises for mechanized warfare supporting Guderian's work even as the development of armored fighting vehicles by the British, French and Soviet Russians began to accelerate. Lutz said that the fundamentals of combat for all arms were the same.¹¹

Von Tschischwitz's tour of duty ended with the appointment of GEN Otto von Stuelpnagel to the post of inspector of transport troops. Von Stuelpnagel, a strong skeptic of the tank's future, foresaw no possibility of the introduction of armored fighting vehicle into the German army.¹² However, as is often the case, the real power in the inspectorate was not von Stuelpnagel but his chief of staff, Lutz.

Lutz arranged for Guderian to get first-hand experience with mobile combat formations by seeing that Guderian was posted to command the Berlin-Lankwitz-located 3rd Motor Transport Battalion in 1931.¹³ Lutz also permitted Guderian to rearrange the battalion's organization into an experimental unit. Von Stuelpnagel's negative attitude notwithstanding, the battalion trained as a motorized combat formation under Guderian's guidance. Through various means, an array of armored cars – not prohibited by the Versailles Treaty – and motorcycles assembled, along with automobiles decked out as dummy tanks. These vehicles were an excellent means with which Guderian

could experiment because the reorganization allowed the demonstration of the utility of motorized combat formations to the rest of the German army. Guderian had the opportunity to execute the ideas and concepts he had been teaching for almost a decade, all under the cloak of Lutz' tolerance, who stood between Guderian and von Stuelpnagel.

In only a couple of months after Guderian took command of 3rd Motor Transport Battalion, von Stuelpnagel followed von Tschischwitz into retirement.¹⁴ Then Lutz, promoted to general-officer rank and appointed inspector general of transport troops, acceded to the position of being Guderian's master mentor as well as commander.¹⁵

Through appointment, Guderian became Lutz's chief of staff Oct. 1, 1931, which placed him in a very powerful and protected position. Mechanized warfare with armored fighting vehicles was still in an embryonic stage. The Americans, British, Soviet Russians and French were all experimenting with tanks and their future employment. The British and French, however, were tethered to the World War I concepts of tank employment, while the Americans dallied with various ideas. The Soviets and Germans had the advantage of working from what amounted to a clean slate, as tanks for them had figured only peripherally in battle in World War I.

Guderian's position as Lutz's chief of staff also came at a propitious time in Guderian's career. A change in government in 1933 brought Adolf Hitler to power, and with this came an acceleration of German combat power. In early 1934, Hitler observed a demonstration of motorized troops, including early models of German tanks, and expressed a desire for exploiting their potential. Still, development of a strong mechanized arm had to compete with other army components and received no special priority. Competitors were horse cavalry and the inclination to subordinate tanks to the speed of the foot soldier by forming tank brigades to support infantry formations.¹⁶

Nevertheless, Lutz was able to bring the Motorized Troops Command into being June 1, 1934, and when taking command was promoted to General der Panzertruppen. At the same time, three panzer divisions were activated, and Lutz saw that Guderian, as a colonel, received command of 2nd Panzer Division, which was organized in the city of Wuerzburg.¹⁷ Guderian still reported to Lutz, who continued to direct the development of the German armored force, while removed from the heart of tank affairs and center of operational mechanized policymaking.

Guderian had the opportunity to put into practice on a large scale what he had previously been doing only in theory. At the same time, he worked with his mentor, and under Lutz's guidance began to formalize the formulation of doctrine for armored forces. Thus, it was that in the winter of 1936-37 that Lutz directed Guderian to write the book *Achtung Panzer!* or *Attention Tanks!*¹⁸ The book's purpose was to expose the tenets of mechanized combat to the rapidly expanding German army. Simultaneously, the book helped establish the armored force as a viable component of the army, and with it assurance of a legitimate share of the resources required to make it an effective combat arm.

Guderian had his hands full in organizing 2nd Panzer Division, but when Lutz directed Guderian to write *Achtung Panzer!* Guderian did not hesitate to undertake the task. Lutz had long recognized Guderian's talents and had guided his thoughts through the years. Yet Lutz, although Guderian's superior and mentor, is not regarded in the same light as his protégé. On the other hand, if not for Lutz, it is probable the book would not exist.

Lutz's guidance to Guderian was to produce a work that would overcome the inertia the lessons of World War I had imposed on military thinking. Based on the French and British experience, the concentration of the mass of armor power was of paramount importance for future German operations. The principle of concentration of such power was in line with the German doctrine of applying the maximum amount of combat power at the decisive point. It was therefore incumbent on the German military establishment to develop to the utmost extent the potential offered by technology, which included tanks, and to exploit the opportunities presented by mechanization. Lutz wanted this book to assist in clarifying his (and Guderian's) thinking on how not only armor, but combined arms, operations could be conducted.¹⁹

Guderian's efforts more than fulfilled Lutz's guidance and went on to bring Guderian important recognition in the armor community worldwide. Guderian soon came to overshadow Lutz as development of Germany's panzer forces progressed and overtook horse cavalry as the model for mobile warfare.

Forced retirement

Lutz's time on active duty and mentor to Guderian, however, would soon end. In 1938, it was helpful to be pro-Nazi. Lutz was not. Hitler announced the abolishment of the portfolio of war minister Feb. 4, 1938, dismissing a disgraced Field

Marshal Werner von Blomberg. Concurrently Hitler purged the general-officer corps, and Lutz became one of the victims of the cleansing.²⁰

Almost immediately, Guderian received a promotion to Generalleutnant. Shortly thereafter, he received an assignment to command XVI Corps, an indication of Guderian's preferential and recognized position in the new regime. Reputedly, Guderian neither tried to help his mentor hold on to his position in the new military hierarchy nor protested Lutz's dismissal.²¹ Lutz, who was a "fine armor theorist in his own right," was, according to Guderian, only his superior and protector.²²

Four weeks after the purge, Guderian led the XVI Corps into Austria where his former command, 2nd Panzer Division, allegedly performed poorly in its 420-mile road march to Vienna.²³ In spite of that inadequate showing, armored divisions in the German army had found a permanent place in the German military establishment. The next campaign soon followed with the 1939 invasion of Poland. The Polish operation brought with it the demise of the horse cavalry as combatant formations. The German army's "light" divisions converted to panzer divisions, and by the time the Germans invaded France in 1940, there were 10 panzer divisions in the army's force structure.²⁴

Guderian went on to win accolades as a armor general in World War II and remains to this day probably the most applauded German thinker on mechanized warfare. Although Lutz commanded the first panzer corps from 1936-38, as an early critic of Hitler's expansionist policies, he slipped into obscurity when Hitler took Germany into war. Lutz held no field command in active operations during World War II, having relinquished command of the first panzer corps to Guderian. Nor is his name found in most World War II histories, which indicates he was not a player in armor operations after 1938.²⁵ In fact, Lutz was forcibly retired in 1938, recalled to service Sept. 22, 1941, and appointed to head a minor special-staff unit, then was retired again May 31, 1942, and died in Munich in 1944. Yet, if it were not for Lutz's mentorship, Guderian may never have had the

opportunity to shine in the annals of armor combat.

Lutz as mentor did not suffer for lack of respect, but there is no doubt he has not received much recognition and credit for his contributions to the development of German tank forces between the two world wars. Indeed, Lutz was a master mentor who had a major impact not only on his protégé Guderian but on modern armor combat as well.

Unfortunately for Lutz, his lack of appreciation for Hitler's war aims and subsequent dismissal gave Guderian a window of opportunity to enhance his own career and go on to win fame in World War II.



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Notes

¹ Guderian, Heinz, *Achtung Panzer!*, London: Cassell, 1999.

² Ibid.

³ Ibid.

⁴ Munzel, Oskar, *Die deutschen gepanzerten Truppen bis 1945*, Maximilian Verlag Herford: Herford, Germany, 1965.

⁵ Guderian, *Achtung Panzer!*

⁶ Munzel. See also *Achtung Panzer!*

⁷ Guderian, *Achtung Panzer!*

⁸ Rosinski, Herbert, *The German Army*, Infantry Journal Inc.: Washington, DC, 1944.

⁹ Guderian, Heinz, *Panzer Leader*, Dutton & Co., Inc.: New York, 1952.

¹⁰ Munzel. See also *Achtung Panzer!*

¹¹ Ibid. See also *Achtung Panzer!*

¹² Guderian, *Achtung Panzer!*

¹³ Munzel.

¹⁴ Guderian, *Achtung Panzer!*

¹⁵ Ibid.

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¹⁷ Munzel.

¹⁸ Guderian, *Achtung Panzer!*

¹⁹ Ibid.

²⁰ Rosinski.

²¹ Mitcham, Samuel W. Jr., *The Panzer Legions*, Stackpole Books: Mechanicsburg, PA, 2007.

²² Dinardo, R.L., *Germany's Panzer Arm*, Greenwood Press: Westport, CT, 1997. See also Guderian, *Panzer Leader*, and James S. Corum, *The Roots of Blitzkrieg*, University Press of Kansas: Lawrence, KS, 1992.

²³ Boatner, Mark M., *The Biographical Dictionary of World War II*, Presidio Press: Novato, CA, 1999. See also Guderian, *Panzer Leader*, for Guderian's portrayal of 2nd Panzer Division's performance on the road march to Vienna.

²⁴ Bauer, Eddy, *Der Panzerkrieg, Band I*, Verlag Offene Worte: Bonn, Germany, 1965.

²⁵ See Senff, Hubertus, *Die Entwicklung der Panzerwaffe im deutschen Heer zwischen den beiden Weltkriegen*, Verlag E.S. Mittler & Sohn: Frankfurt/Main, Germany, 1969, for an example of Lutz' exclusion in discussions of armored warfare's development between the two world wars. Senff's monograph won the General Carl von Clausewitz Honor Medal for the year 1968 for his exposition on the subject of interwar armor development.

ACRONYM QUICK-SCAN

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Armor leader profile:

GEN Charles de Gaulle as Armor-Unit Commander

by retired BG Raymond E. Bell Jr.

*(Editor's note: As an armor-unit commander, French president GEN Charles A. de Gaulle received mixed reviews, as retired BG Raymond Bell discusses following, but he did have the foresight to write **Vers l'Armée de Métier (The Army of the Future)**, English translations Hutchinson, London-Melbourne, 1940, and Lippincott, New York, 1940) in 1934, which advocated a professional army based on mobile armored divisions. The book sold just 700 copies in France, where de Gaulle's former commander, Marshal Philippe Pétain – later head of the pro-German Vichy government – advocated an infantry-based, defensive army, but 7,000 copies in Germany, where it was read aloud to Adolf Hitler. Never a friend to the United Kingdom or United States, de Gaulle put France's interests first. In the words of Jean Monnet, who spent most of his political career at odds with de Gaulle, de Gaulle had a positive role in leading the Free French during World War II's early years and immediately after the country's liberation. Speaking in 1965 to a journalist, Monnet said, "Without de Gaulle or against de Gaulle, we could not have liberated or reconstructed France. There was no one but de Gaulle. Whatever his faults, he was a tower of strength and inspiration.")*

Former French President Charles A. de Gaulle, an accomplished politician, revived France in World War II and then led his country through a tumultuous post-war period. As a professional army officer, de Gaulle gained notoriety as the author of the provocative book, *The Army of the Future*. The book advocated the formation of a large mechanized corps of tanks.

Active in French political circles even before the war, the French generals considered him more of a renegade than a combat leader, and they largely ignored him. BG de Gaulle commanded both infantry and armor units, but these roles ultimately proved secondary to that of the famous national leader who led France from defeat to final victory and beyond.

Early years

De Gaulle spent a year in Arras, France, as a soldier in 33rd Infantry Regiment before he entered the French military academy at St. Cyr as a cadet in 1910. He was commissioned as an infantry second lieutenant in 1912. De Gaulle then returned to 33rd

Infantry Regiment and a new commander, COL Philippe Pétain. Pétain served as de Gaulle's mentor, showing him what de Gaulle called "the meaning of the gift and art of command."

De Gaulle went to war with 33rd Infantry in 1914 and distinguished himself as an officer who led his men from the front. During his battles, de Gaulle sustained multiple wounds. The third wound, de Gaulle's most serious, occurred at Dounamont March 2, 1916. The French army believed de Gaulle killed in action. Pétain cited de Gaulle as a company commander who "at a time when his battalion was decimated by the effects of a frightful bombardment and the enemy had reached his company positions on all side, led his men in a furious assault and hand-to-hand battle. Fallen in the conflict; a peerless officer in every respect."

De Gaulle spent 32 months as a German captive. His captivity kept him from participating in the development of French tanks, therefore he knew little of their initial development and employment during the war.

De Gaulle's next command assignment was 19th Chasseurs a Pied, a light-infantry battalion stationed in Trier, Germany, on the Moselle River. From 1927 to 1929 as a major commander, he distinguished himself as a leader who took care of his men. He gained recognition as an accomplished commander, but he lacked contact with the armored-vehicle community. De Gaulle's limited knowledge of tanks was their role as participants in methodical battle. At Trier, infantry and tanks were employed in closely controlled maneuvers, but infantry set the pace of attack. Still considered a junior infantry-unit commander, de Gaulle played no part in experiments involving the newly developed armored fighting vehicles.

First exposure to armor

Theories of mechanization intrigued de Gaulle. From theories he developed ideas about developing a corps of professional soldiers to staff a formation of six armored divisions and one light mechanized division. They would serve as a powerful offensive (or counterattack) force in the context of France's defense plans. His concept, however, gained little traction among the higher echelons of the military community.

In May 1934, de Gaulle published his book, *The Army of the Future*. As he admitted, “the book aroused interest at first, but no deep feeling.” De Gaulle’s first experience commanding an armor unit came in 1935 with 507th Tank Regiment in Metz, France. Metz was a key defensive position for the French. Its location near the German border was to thwart foreign armies coming in on the major avenue of approach into the province of Lorraine. Some thought he received this assignment because he served in Trier just north of Metz and on the Moselle River. On the other hand, his posting to Metz distanced him from Paris and his political connections.

De Gaulle’s war memoirs noted that, upon assuming command of the 507th, “the distance from Paris deprived me of the opportunities and contacts required for carrying on my great controversy [about my “future army” concept].” In placing de Gaulle away from Paris, the French army kept him under the thumb of generals such as Inspector of Tanks GEN Henri Giraud. Giraud could reign in any “out of the box” activities de Gaulle might try to conduct.

Giraud, also de Gaulle’s corps commander, took de Gaulle to task on occasion about practicing his theories to employ armored vehicles. In a set of division maneuvers, de Gaulle proposed launching his tank regiment in an autonomous movement. Giraud stepped in, put a halt to the maneuvers and said to de Gaulle, “So long as I am alive, de Gaulle, you will not impose those theories here.”

De Gaulle’s leadership style, rather than his tank-employment theories, earned him some notoriety as “Colonel Motor.” His corps commander congratulated de Gaulle during the traditional July 14, 1938, parade on the turnout of his command. Ostensibly, the compliment was a result of de Gaulle’s inspection techniques. De Gaulle walked through the motor pool wearing white gloves, reprimanding his men for deficiencies he found. De Gaulle “set about the business of shaking up his men – drivers, gunners, mechanics – imposing a regime of rigorous testing of the equipment.” This won him both approval and criticism. His regiment gained also a notable reputation in the tank community.

Yet, as an armor-unit commander, he lacked experience conducting comprehensive armor operations. However, he was a demanding leader who had high performance standards.

In 1939, de Gaulle, as a colonel, went on to command the tank units in the Fifth Army. Whereas the 507th Tank Regiment consisted of a battalion of tanks, the tank battalions of the Fifth Army were grouped in Group de Bataillon Chars, or tank-battalion groups. Under his command, de Gaulle had the 501st and 508th tank groups, which were composed of the 1st, 2nd and 31st tank battalions and the 21st and 34th tank battalions, respectively. All the tank battalions except the 31st had the light R-35 (Renault 35) infantry-support tanks. The 31st Tank Battalion had obsolete light World War I vintage FT-17 tanks. Although the FT-17 was one of the most revolutionary and influential tank designs in history, the tank didn’t lend itself to the types of maneuver de Gaulle envisioned in his armored division corps.

De Gaulle’s headquarters was in the small town of Wangenburg, several miles to the east of Nancy and behind the Maginot Line, the heavily fortified defense barrier facing the German border. Again, stationed far from Paris, he was not in a position to influence the doctrinal employment of large tank units or the newly organized armored divisions. When war came to France in 1939, de Gaulle was also not positioned to take part in the offensive-defensive maneuver, which called for the French army’s best mechanized and motorized units to rush into Belgium and Holland. He was, however, influential enough to be available for the opportunity to command 4th Armored Division, which was organized on the field of battle.

De Gaulle distinguished himself as a leader who took care of his men. He gained recognition as an accomplished commander.

4th Armored Division

De Gaulle took command at a most inauspicious moment. In the first months of 1940, the division did not even exist on paper; it was not a division with a previously established order of battle. An author writing about the debacle in France in 1940 refers to the division at first as a “groupement,” an assemblage of different units of different army branches drawn from disparate organizations that happened to be available or near where de Gaulle was to fight his first battle.

To be sure, France had also just organized its first three armored divisions, the Division de Cuirassier de Reserve, which was designed to bring a large force of tanks to bear in a rigidly coordinated battle accompanied by infantry and supported by centrally controlled artillery. In the first week of May 1940 in the German attack in the west, the 5th and 7th panzer divisions in Belgium hammered the First DCR while its major tank elements were waiting to be refueled. The Second DCR’s tanks, moving to contact by rail, were separated from their wheeled vehicles by a German armored thrust and ended up deploying in small packets in an unsuccessful attempt to slow the enemy’s juggernaut. The Third DCR actually got to the field of battle south of Sedan but was committed according to the methodical-battle doctrine, and its piecemeal distribution to infantry units conducting setpiece attacks failed to stop the advance of 1st, 2nd and 10th panzer divisions.

All these French divisions had a specific authorized configuration. Four battalions of tanks distributed in two “demi-brigades” had a total 52 B-1 *bis* medium tanks and 84 H-35 light tanks to make up an armored brigade. Only one infantry battalion would transport in half-tracked vehicles. Artillery consisted of an artillery regiment of three battalions of guns, two of which were 75mm and one 105mm for 36 direct-fire weapons. Combat-support and combat-service-support elements were theoretically available. The 4th Armored Division had no structure as its various elements arrived on the battlefield.

Into battle

While the other armored divisions were organized before the Germans attacked, 4th Armored Division was literally thrown together during the actual fighting as assigned organizations reported to de Gaulle in his area of operations. No sooner had subordinate units arrived in their designated assembly areas than they were committed to battle. With barely time to replenish their basic loads of fuel and food, and lacking sleep after long road marches, de Gaulle ordered them into combat.

De Gaulle had to do a quick and desperate dance to carry out the orders assigned him May 15. His higher command directed him to screen the front of the forming French Sixth Army commanded by GEN Robert Touchon. De Gaulle noted his orders stated that “operating alone in advance in the region of Laon, you are to gain the time necessary for this taking-up of positions. GEN Georges, commander-in-chief on the North-East front [sic], leaves it to you to decide on the means to be used.”

Starting out the next day for his designated headquarters’ location southeast of the town of Bruyeres, de Gaulle’s members of his new staff joined him. Essentially, he had no headquarters or-

ganization to make plans, issue orders, evaluate intelligence, coordinate movements or direct supply functions to the diverse units arriving to take part in his first battle. As key staff officers arrived, de Gaulle appointed them to positions to oversee the deployments he had personally specified. He had to assimilate personnel reporting to him for the first time and deal with commanders of subordinate units with whom he had not worked before.

There was necessary haste in getting these newly assigned formations into action, so de Gaulle sent these troops into combat piecemeal. There was no time May 17 for him to adhere to methodical battle practices. This was seven days after the German spearheads initially penetrated the Ardennes forests, swept into Holland and continued on their way to the English Channel. The enemy penetrated and bypassed the second line divisions at the hinge around Sedan, throttling the French plan to stop an enemy advance into Belgium.

The French First Army advanced rapidly into southern Holland. With the British Expeditionary Force, it was quickly cut off from the main body of French forces and withdrew to Dunkirk, where a massive evacuation by sea later took place. De Gaulle designed his order to advance against the German southern flank along the Serre River to cover the Sixth Army's deployment and to slow the enemy's westward progress.

De Gaulle entered into a difficult situation, but he was ready to accomplish his nebulous mission. As a colonel commanding a general-officer formation, he received promotion to brigadier general May 25. His assignment seemed a matter of spite by the French high command.

For years, he had been at loggerheads with the methodical-battle-doctrine minded military hierarchy principally because of his proponenty of a large armored corps. De Gaulle had an opportunity to put his theories into practice. The core of his theories was to attack a foe using overwhelming armor-protected force unfettered by strict control constraints. His critics would later state that while he was against tying tanks to the rate of advance of foot infantry, in actual combat he still adhered to the setpiece-attack tactics of tanks operating in close and inflexible support of infantry units. Yet in accomplishing this particular mission, he was to deploy his units in a manner not envisioned by methodical battle.

If de Gaulle's tactical deployments can be criticized, it is important to note the challenges of the unsettling environment he faced in committing 4th Armored Division May 17. One of the most important difficult circumstances, for example, was the lack of effective signal communications. French tanks were faulted for having insufficient ability to communicate not only between themselves (in some units signal flags were used) but also with higher-level command-and-control elements.

Radios were not in wide use, and communications between major commands was principally by telephone or motor messenger. De Gaulle's sole means of transmitting orders and directing action in battle was by motor messenger. During combat, German aircraft were constantly overhead, making dispatch riders very vulnerable to aerial attack. With masses of refugees and confused retreating French units clogging the roads, messengers were frequently delayed in delivering orders and directives to the appropriate authorities. Because French tactical doctrine in the attack called for closely bound formations advancing to phase lines and halting to consolidate on objectives, slow-moving motor and foot messengers sufficed in this doctrine; however, in fast-paced mechanized formations, these messengers did not suffice.

The first units to arrive for service under de Gaulle were three tank battalions. One, the 46th, consisted of 35-ton B-1 *bis* medium tanks with their one-man turrets and 75mm and 37mm can-

non. The battalion's drivers had light-tank training, but unfortunately had never before seen the B-1 *bis*. The tank gunners had only fired the 75mm cannon once.

Two companies in the 46th were present for duty, while 15 D-2 tanks made up a third company. This company was a supplement to the battalion, which provided it with needed additional firepower, mobility and armor protection. The 18-ton D-2 had a four-man crew with two men in the turret, unlike the B-1 *bis*. The D-2 was armed with a 47mm cannon and two 7.9mm machineguns. It had armor thickness between 25 and 40 millimeters and a speed of 30 kilometers per hour. In contrast to the D-2, the B-1 *bis* had a maximum armor thickness of 60 millimeters and a speed of 28 kilometers per hour.

The other two battalions, the 2nd and 24th, were equipped with the two-man 11-ton Renault 35 (R-35) light tanks. De Gaulle claimed these tanks were "of the 1935 type, modern of their kind, but heavy, slow, armed with short-range guns, made for cooperation in the infantry battle, but not at all for forming an autonomous whole with large-scale units." The R-35s, with their 37mm gun and 7.5mm machinegun, were the same type of tanks which de Gaulle previously had in his units when he commanded the Fifth Army's tanks. He therefore knew well their characteristics and probably some of the crew personnel since he had had the 2nd Tank Battalion as a component of the 508th Tank Group.

Combat May 17, 1940

De Gaulle sent the three battalions forward May 17 with Montcornet on the Serre River as their objective. He described them as "[s]weeping away on their path the enemy units which were already invading that piece of country, they reached Montcornet. Till evening they fought on the outskirts of the place and within it, reducing many nests of snipers and shelling the German convoys that tried to pass. But on the Serre [River,] the enemy was in force. Obviously our tanks, with nothing to support them, could not cross it." This was not an advance where tank accompanied infantry, supported by artillery. It was not methodical-battle attack.

The infantry did arrive, but not until the tanks had started by themselves. The 4th Battalion of Chasseurs had no sooner reported to de Gaulle than it was also committed to battle. The battalion's objective was the enemy advance guard, reported to be near the hamlet of Chivres, which had let the French tanks go past them on their way to Montcornet only for the Germans to reveal themselves later. De Gaulle claims defeat of the foe short of the town but north of the Serre River where German artillery delivered accurate fire on his troops. There was no response from the French artillery, which was not yet in position. Simultaneously, the German aerial artillery – the Stuka dive bombers – swept down on the French tanks and the vehicles carrying the infantry. There was no counter-air response to the effective German bombing. By sundown, increasing numbers of enemy armored units inserted themselves in the French rear and began to skirmish the strung-out French tanks and infantry.

Suffering losses, de Gaulle pulled his troops back to their assembly areas around Chivres using the 10th Cuirassiers, a reconnaissance regiment, equivalent to the former U.S. armored cavalry squadron, as the force in contact with the enemy. The 10th Cuirassiers, as a reconnaissance unit, was not included in the armored division's tables of organization and equipment. They were but an ad hoc addition to 4th Armored Division, evidently because they just happened to be available and close by.

So what was de Gaulle doing when his tanks and infantry were making their disjointed advances? He was not in a lead tank or with the infantry forward elements. Philippe Barres, who at that time was a faithful Gaullist, described de Gaulle under the try-

ing circumstances as standing fearlessly “beneath an apple tree, smoking like a locomotive, calm, utterly calm, dressed like his mechanic, in an old leather vest with no insignia.” LT Lucien Henri Galimand, a member of de Gaulle’s staff, judged him brave enough but a “ham actor.” Galimand also noted that de Gaulle’s departure from the division had little impact; the organization performed equally well without him later on the Loire River. Certainly, these were uneven views of de Gaulle as an effective major armored-unit commander. At the same time, it is difficult to judge de Gaulle’s competence based on this relatively minor action.

Battle May 19, 1940

De Gaulle had another day before he launched his next foray, again towards Montcornet. On the night of May 18-19, he moved his tanks, now reinforced by two squadrons (two companies) of Souma tanks in position, into position on the northern outskirts of Laon. In addition, the 7th Regiment of Dragoons, a motorized formation made up of two battalions consisting mostly of reservists, joined de Gaulle. The 322nd Artillery Regiment with two groups (battalions) of 75mm guns – 24 pieces at full strength – was also attached, along with elements of 3rd Light Cavalry Division’s artillery.

The reinforcing 22-ton Souma S-35 medium tanks were among the best in the French army. Part of the cavalry infrastructure, these modern, fast (40 kilometers an hour) tanks with three-man crews were armed with a 47mm cannon and a 7.9mm machine-gun. The tank had up to 40 millimeters of armor. According to de Gaulle, however, the tanks arrived with inexperienced gunners and drivers – obviously not the same quality of tank soldiers de Gaulle had trained in the previous decade.

The May 19 attack from north of Laon towards Crecy-sur-Serre, Pouilly and Barenton-sur-Serre began well. Again, this was a raid type of operation with an imbalance of tanks and infantry. The tanks went it alone while 10th Cuirassiers, 7th Dragoons and 4th Chasseurs screened the right flank and made a feint towards Marle on the Serre River. De Gaulle claims they put to flight various enemy elements which had succeeded in infiltrating into his area of operations as the French approached the Serre River. North of the river, however, the Germans held strong defensive positions at the crossings. They were there in force, backed up by powerful artillery support; they destroyed de Gaulle’s tanks, which attempted to dislodge the dug-in foe. The lack of infantry and adequate artillery support made trying to force a crossing of the Serre River unfeasible. By noon, the attack stalled and the commanding general of the Northwest Front ordered de Gaulle to cease advancing. The French Sixth Army had enough time to move into position.

Mixed results

De Gaulle’s 4th Armored Division gained time for the Sixth Army’s deployment in spite of its failure to slow the German advance. The division failed its mission because the Germans were not making their major effort in a southerly direction. Theoretically, de Gaulle should have been able to slice into the German southern flank. However, he lacked the organization, doctrine and strength to do so. A glancing and ineffectual blow was 4th Armored Division’s tactical contribution, but, on the other hand, it provided a psychological break in the dark, foreboding cloud cover enveloping France’s efforts to stem the overwhelming German tide. The French press lauded the division’s performance and limited success, even though it was minuscule and fleeting. Temporarily, de Gaulle was the man of the hour.

A severe critic, Guy Chapman, however, observed, “[COL] de Gaulle had appeared, reappeared and most disconcertingly disappeared at intervals, thus giving a false air to what in fact was

little more coherent than a succession of uncoordinated armed scuffles with flank guards.”

Upon disengagement, 4th Armored Division enjoyed a degree of respite for a week as it deployed toward the French coast and the city of Abbeville, which was north of Laon. This time, however, they had orders to throw the German westward advance back across the Somme River. The division motor marched 180 kilometers in five days, which had a significant deleterious impact on the tanks’ condition. As a result, they left 30 tanks behind. All the while, elements of the division had frequent encounters and skirmishes at German-held strong points, where enemy armored cars roamed the area to attack division motor columns. At the town of Festieux, for example, the 10th Chasseurs and a battalion of tanks disengaged with difficulty from the enemy, while the division faced attack on the Craonne Plateau.

Deployment for combat at Abbeville

The 4th Armored Division arrived before Abbeville May 27 with the specific mission of destroying the German bridgehead across the Somme River. During the division’s movement, it received significant reinforcements – unfortunately, all were improvised units. Another B-1 *bis* tank battalion, the 47th, joined the other three tank battalions. The 7th Regiment of Dragoons, along with the 22nd Colonial Infantry Regiment, brought the division’s infantry complement up to six battalions. For artillery, a battalion of 12 105mm guns, an anti-aircraft artillery battery and five batteries of 47mm anti-tank guns, plus the 2nd Cavalry Division’s artillery, joined 4th Armored Division. De Gaulle now had six battalions of infantry, six battalions of artillery and 140 tanks in operable condition with which to conduct his next operation.

However, 4th Armored Division was not ready for combat. A staff under constant enemy pressure while still getting its feet on the ground hampered de Gaulle. Also, the units joining the division had to learn operating procedures that were evolving. The division showed a healthy strength on paper; however, its poorly constructed formations, acquired from various locations, were a disadvantage. Each operated under commanders with different leadership styles. The units’ soldiers were weary of relentless contact with the enemy during their rough transit to 4th Armored Division’s assembly areas south of Abbeville.

The foe was also ready for 4th Armored Division’s attacks. The German bridgehead had been in place for a week and reinforced with their effective 88mm anti-air/anti-tank guns. The Germans fortified the many small hamlets south of Abbeville and zeroed in their artillery. The 4th Armored Division was up against a well-established defense that might have lent itself to attack using the methodical-battle doctrine.

Battle plans

De Gaulle marked out three successive objectives for his attack. The first objective was the towns of Huppy, Limeux, Bray and the Bailleul Woods located from a few hundred yards to three miles in advance of de Gaulle’s front lines. The second objective was a line of villages running through Moyenneville, Bienfay, Huchenneville, Villers and Mareuil. The distance from Huppy to Moyenneville and Bienfay was four miles, while that from Limeux to Huchenneville was three miles and that from Bray to Mareuil, a mile and a half. The third objective was Mont de Caubert, which dominated the crossing at Abbeville. It was three miles from Moyenneville and less than half a mile from Villers and Mareuil. The attack from Villers and Mareuil towards Mont de Caubert required an uphill advance against a strongly held enemy position. It was questionable, considering the distances to be covered and the urgency of accomplishing

the mission, whether or not 4th Armored Division could effectively use the standard French methodical-battle doctrine.

On the left, de Gaulle planned to send 6th Half Brigade consisting of 46th and 47th B-1 *bis* tank battalions, accompanied by the infantry of 4th Chasseurs, against Huppy, Moyenneville, then behind the enemy located to the east at Bienfray and thence on to Mont de Caubert. This was an armor heavy thrust with a 2-to-1 tank-to-infantry ratio.

In the center, 8th Half Brigade – made up of 2nd and 24th R-35 tank battalions – along with the battalions of 22nd Colonial Infantry Regiment, were to advance against Limeux, Huchenneville, Villers and then Mont de Caubert. The formation closely reflected a methodical battle doctrinal tank-to-infantry ratio, where the infantry-support R-35 light tanks advanced in close coordination with the foot soldiers.

On the right, 3rd Cuirassiers (two companies of Souma S-35 tanks) and 7th Dragoons (two infantry battalions) were to attack Bray, then Mareuil and finally Mont de Caubert. The ratio of infantry battalions to tank companies also more closely fit the doctrinal tank-support-of-infantry ratio.

De Gaulle sent his two infantry heavy thrusts the shortest distance to the final objective. On the other hand, the tank heavy attack on the left was to go the longest distance to the final objective. Did de Gaulle thus plan to use a mix of tactical doctrine to attempt to accomplish his mission? While his most mobile formation used its major tank strength to attack the enemy's right flank, he employed his infantry heavy attacks to make a head-on assault at the foe's center and left, and then up a steep slope against the enemy's most heavily fortified position. His artillery was located so that it could deliver its heaviest weight to support the center thrust while at the same time being able to shift fire to either flank attack.

Plan execution

So what were the results? On the French left flank, by the evening of May 27, the first night of the attack by 6th Half-Brigade on Huppy had resulted in the capture of the German battalion occupying the town. Before dawn on the next day, the B-1 *bis* tank battalions, with the accompanying 4th Chasseurs, struck Moyenneville and Bienfay. De Gaulle said later that the day was a very hard one, as the reinforced Germans and their artillery was particularly effective. The German anti-tank batteries, however, were unable to stop the French armor from breaking through their positions between Huppy and Caumont. Overrun, the German gunners were unable to knock out the heavily armored French B-1 *bis* tanks. The enemy infantry supporting the anti-tank guns withdrew; the German division commander led the troops to new defensive positions some distance behind their original lines.

On the third day, May 29, the French main effort was to be made on this left flank. The 6th Half-Brigade, reinforced with infantry and tanks, launched its attack on the western slope of Mont de Caubert, but the assault was stopped short of the hill's crest. The half-strength 4th Chasseurs, a battalion of 7th Dragoons and 3rd Cuirassiers – with their Souma tanks reduced by two-thirds – followed the B-1 *bis* tanks up the slope, but to no avail. The German defenders dug in with zeroed-in heavy-artillery support from the right bank of the Somme River; they maintained their sector of the bridgehead on Mont de Caubert's western slope. That evening the Germans counterattacked French troops in Moyenneville and Bienfay but were unable to throw the French out of the villages.

The French middle thrust, composed of 8th Half-Brigade and 22nd Colonial Infantry Regiment, was also successful the first day. Near Limeux, the light R-35 tank battalions succeeded in defeating a number of German anti-tank batteries that had dealt a deadly blow to British armor just a few days earlier. The next day, May 28, the attack resumed, with the objectives being Huchenneville and Villers. The enemy admitted to heavy losses as the French tanks delivered “profound terror . . . into the bones of our [German] soldiers.” The French also suffered significant losses. In a final effort May 29, the remaining R-35 tanks of 8th Half-Brigade, supported by the colonial infantrymen, left their line of departure at Villers and attacked up the east slope of Mont de Caubert. Again, the stubborn German defenders, supported by effective artillery, held off the French.

On May 27, the right thrust by 3rd Cuirassiers' two Souma tank companies and 7th Dragoons' battalions was successful in driving the Germans out of Bray, the task force's first objective. The next day the attack continued to Mareuil, where the Soumas and infantry drove off the German defenders. This attack placed the French task force in position to attack up Mont de Caubert May 28. De Gaulle, however, greatly weakened this flank May 29 when he switched the heavily reduced 3rd Cuirassiers and a battalion of 7th Dragoons to the left flank, thus strengthening the

After Abbeville de Gaulle experimented with a deep-armor thrust in deploying his theoretical 'army of the future' formations.

main attack. The remaining infantry battalion of 7th Dragoons was no more successful in gaining the summit of Mont de Caubert than the other task forces making up the attacks on the final objective.

Success or failure?

Although de Gaulle's attacks reduced the German bridgehead at Abbeville by three quarters, he could not call them successful. First, the attacks had little overall impact on the German advance. Second, even though his troops inflicted significant losses on his foe, de Gaulle also suffered heavy losses. When de Gaulle's final futile attacks concluded, the Germans wanted to launch an attack from their smaller bridgehead. By the time they could, the British 51st Scottish Highland Division arrived at Abbeville as the French attack stalled. To find a positive result of the action was difficult, but French propaganda hailed de Gaulle for his efforts.

As commander of 4th Armored Division, de Gaulle considered his tactical dispositions for his attack on the German Abbeville bridgehead to be sound, yet insufficient to conquer a tenacious enemy. On Day One, he concentrated on the left flank with his most powerful tanks, the B-1 *bis* – however, with a shortage of infantry. Adhering to the methodical-battle doctrine also gained the objectives of the other thrusts on the first day.

De Gaulle, on the second day, bent his main thrust from west to northeast to advance behind the German defenders in the towns below Mont de Caubert, the assaults on which succeeded. The German division commander personally intervened to stabilize his front after losing several anti-tank batteries and infantry-held positions.

To gain the summit of Mont de Caubert, De Gaulle needed to reinforce his left flank, which he did by sending more tanks and infantry to support 6th Half-Brigade May 29. However, the Germans' strong position and powerful artillery support prevented de Gaulle from throwing them back across the Somme River. This resulted in a reduction of the German bridgehead, but hardly dented the enemy's front.

Performance evaluation

Two battles does not offer enough evidence to properly judge the adequacy of de Gaulle's tactical performance as 4th Armored Division commander. One military historian, Alastair Horne, attributes de Gaulle's actions as commander as being executed with "customary courage and dash." On the other hand, Chapman calls him a failure because of his division's inability to have a salutary impact on the German flanks north of Laon and at Abbeville. Looking back in time, however, as an infantry-company commander in World War I, he had demonstrated great courage and decisiveness in attacking at Dounamont before being wounded (for a third time) and captured. He evidently brought some of these attributes to his command of 4th Armored Division.

Looking closer, in commanding a large armor formation, de Gaulle was only equipped to launch tank raids May 17 against the panzers on the German left flank. He did this while providing time for Sixth Army's deployment south of the Serre River and north of Laon. He had to use expedient means in an environment where he encountered many hindrances. In the attack on the Abbeville bridgehead, he employed a combination of methodical-battle and deep-attack tactics. As a former infantryman and commander of an infantry formation after World War I, he was familiar with the methodical-battle doctrine.

As commander of 507th Tank Regiment and Fifth Army's tank groups prior to his accession to command 4th Armored Division, de Gaulle employed tanks using methodical-battle techniques in various division and corps maneuvers. On the other hand, after a trend at Abbeville, he was experimenting with a deep-armor thrust in a favorable manner in deploying his theoretical "army of the future" formations. Reinforcing his main attack on the third day of the Abbeville action showed his appreciation for weighing the principal effort in accordance with large-scale combined mechanized-arms attack doctrine.

From the beginning to the end of de Gaulle's command of 4th Armored Division, he worked under the severest of constraints. Imagine having to commit to battle against a powerful and experienced foe with a formation thrown together as its component units arrived on the battlefield. Unfortunately, his staff and subordinate commanders had no prior experience working with him. The French army was in a tailspin at the time of de Gaulle's assumption of command and the morale of its soldiers was fragile at best.

Many negative factors compounded de Gaulle's command challenges; his tenure as commanding general of 4th Armored Division was very short. On the night of June 5-6, he was relieved of command. He was appointed to the political post of undersecretary of state for national defense in the reshuffled government of Prime Minister M. Paul Reynaud, who was one of de Gaulle's patrons. De Gaulle had been a major armor-unit commander in combat as a colonel and brigadier general for only 20 days, hardly enough time to judge his competency in battle. Yet the short timeframe gives a snapshot of his potential, which in light of the complete collapse of the French Army in 1940 and the path his career took him in, could never be realized.

One cannot be an apologist for de Gaulle's failure to win his very few battles conclusively. On the other hand, he can hardly be condemned for his efforts because of his perceived leadership idiosyncrasies. De Gaulle's performance as an armor-unit commander in combat also raises the question of whether or not another commander could have done better under the same conditions.

De Gaulle's war memoirs, which are the basis for describing his battlefield performance, are self-serving. However, he showed, as a minimum, the potential for becoming a competent major armor-unit commander in combat over the long haul. His bravery in World War I, his previous peacetime experience with tanks and his limited time in combat commanding a major armor formation under desperate circumstances all pointed to a future that never happened. Instead, he found himself thrust into a political situation that resulted in him leading France to its place in the defeat of Hitler's Nazi Germany.



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ACRONYM QUICK-SCAN

DCR – Division de Cuirassier de Reserve
USMA – U.S. Military Academy

Recommended reading

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 De Gaulle, Charles A., *The Call to Honour*, The Viking Press, NY, 1955.
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Summary of 2012 Reconnaissance Summit

by CPT Michael Patrick Stallings

Active-duty and retired senior leaders from the Maneuver, Fires, Mission Command and Maneuver Support centers of excellence; current regiment, brigade, battalion and squadron commanders; and U.S. Marine Corps leaders focused on how our current reconnaissance organizations, leadership and training prepare our Army to perform required reconnaissance functions at the 2012 Reconnaissance Summit.

More than 150 locations worldwide joined leaders at Fort Benning, GA, through Defense Connect On-line March 7-8 as the summit also focused on how organizations must perform in the future within the model of the Army 2020 strategic narrative. Ultimately, the 2012 Recon Summit showed that our Army continues to respond to the changing operating environment by developing expanded reconnaissance capabilities to enable decisive action anywhere in the world.

Army 2020 strategic narrative

This year's summit opened with the Army Capabilities Integration Center's COL Mark Elfendahl's brief on the Army's 2020 strategic narrative. The 2020 narrative is a vision for what our Army will look like and how it will function in 2020. This narrative fits within the *Joint Operational Concept of Air-Sea Battle* (written by the Navy and Air Force) and *Gain and Maintain Operational Access* (written by the Army and Marine Corps) to address how the Army will prevent, shape and win conflicts across 10 major mission sets. These mission sets range from projecting power against anti-access and area-denial campaigns to conducting humanitarian aid and disaster relief. To build these capabilities, the Army must maintain a high level of organizational adaptability and prepare for the probable, the possible and the unthinkable outcomes for a future world.

Among the most notable aspects of the Army's 2020 strategic narrative is the alignment of corps, divisions and brigades regionally, much as Special Forces groups currently align. Aligning units regionally will enhance these units' access to their regions, focus their training and improve wartime responsiveness. In addition to the regional alignment of corps, divisions and brigades, the Army's 2020 strategic narrative proposed the formation of theater-engagement groups as an enduring regional capability to engage foreign militaries for security cooperation.

Elfendahl closed by asking questions about whether our Army needed any major organizational or doctrinal realignments, specifically at the corps and division level, and whether we still maintain the early-entry capabilities to follow initial-entry forces into an airhead or beachhead by conducting the reconnaissance and security operations necessary to build up combat power and maintain operational access.

Hybrid threat

Retired COL Tom Pappas from U.S. Army Training and Doctrine Command G-2 illustrated a threat forecast for the future. Pappas described the hybrid threat as the most probable type of enemy our Army will face in the future. The hybrid threat has three main components:

- The threat will include nation-states or their proxies with a range of capabilities;

- These nation-states will desire to preclude the United States from fighting on our own terms; and
- The threat will employ capabilities to create a "strategic lever" specifically designed to impact U.S. actions and decision-making.

The hybrid threat will be a complex, rapidly changing, competitive, adaptive, decentralized and opportunistic enemy capable of overmatching U.S. capabilities at the small-unit level.

One of the hybrid threat's challenges lies within a unit's capability to find and fuse information on multiple networked actors. Although independent, these actors will share a common goal of affecting U.S. access into the area. An example would be a threat where political leadership, theocratic cadre, regular armed forces, national police forces, space and missile forces, special forces, paramilitary forces and criminal elements act independently but have mutual interests counter to the United States' interests.

This type of threat will challenge units' recon and analysis capabilities as they strive to get inside the actors' decision cycles. The challenge will arise from the fact that the enemy will not be hierarchical and that each actor will have a unique decision cycle. This results in multiple decision cycles among the networked elements.

Also, Pappas anticipated that many of our strategic-reconnaissance assets focusing on identifying and tracking weapons of mass destruction will require robust reconnaissance capabilities at corps level and below.

Priority information requirements

After the threat brief, retired COL Clinton J. Ancker III, director of the Combined Arms Directorate, spoke about answering corps and division priority information requirements to frame discussions about recommended force-design updates for reconnaissance and surveillance brigades. One of the standing corps' PIRs is to identify the size, composition and disposition of the uncommitted enemy operational reserve within the corps' deep area.

This operational-level reserve traditionally maintains the capability to defeat a division (the corps' decisive operation). In strictly combined-arms maneuver operations, the corps reconnaissance assets must be able to look into a physical deep area at great depth to find and fuse information about the enemy operational reserve. In strictly wide-area-security operations, the enemy operational reserve consists of several networked organizations across multiple division boundaries. In this scenario, the corps' deep area consists of the actual networks, which span across division boundaries; a corps reconnaissance asset must be capable of finding and fusing information about networks across division boundaries.

Similarly, the division PIR focuses on identifying the size, composition and disposition of the uncommitted enemy tactical reserve capable of defeating a friendly brigade (the division decisive operation). In a combined-arms maneuver scenario, these forces would be at a much more limited depth than the operational reserve. The limited depth and lower combat power of the tactical reserve favors using conventional ground reconnaissance assets, Army aviation and tactical unmanned aerial system. In a

wide-area-security scenario, the enemy tactical reserve is within the networks that span across brigade boundaries; a division reconnaissance asset must be capable of finding and fusing information about networks across brigade boundaries.

Ancker pointed out that the R&S brigade's ground reconnaissance capabilities align closer to tactical-level (division) requirements. Under its current design, the R&S brigade has one recon squadron with two mounted recon troops and one long-range surveillance company. The R&S brigade must be able to fight for information or else it cannot develop the situation once it locates the enemy tactical reserve under any scenario. If the R&S brigade cannot develop the situation for the division, the division must deploy a brigade combat team to develop the situation. Deploying a BCT detracts from the division's combat power and disrupts the division's tempo. These two issues show that the R&S brigades struggle to find a niche as either a corps or division reconnaissance asset, even though the R&S brigade currently exists as the primary reconnaissance asset for both echelons.

Force design

BG Thomas James, the Armor School commandant, outlined an FDU to enhance the R&S brigade's capabilities to conduct tactical reconnaissance for the division. The first change James outlined was to reorganize the military-intelligence battalion within the brigade to include tactical UAS. These UAS would give the R&S brigade the organic capability for pursuit and exploitation of threat forces. Next, adding 120mm mortar sections to the mounted reconnaissance troops would enable these troops the limited organic fires necessary to maintain freedom of maneuver against an enemy force and fight for information.

The commandant also proposed to increase the mounted reconnaissance troops' scout squads from four to six men to allow them to sustain observation posts. Also, he recommended adding a third mounted recon troop to the recon squadron to give it the combat power necessary to fight for information. Finally, James recommended that the Army consider a new ground reconnaissance vehicle to replace the M1151, as, among other reasons, the M1151 doesn't have the mobility to navigate complex terrain. He suggested that an existing combat vehicle from current overseas contingency operations such as the mine-resistant, ambush-protected all-terrain vehicle could replace the M1151.

After James' proposals, a panel of three current and former R&S brigade commanders discussed the R&S brigade's capabilities and limitations. The panel consisted of COL James Edwards, COL Xavier Brunson and COL Paul Norwood. During the panel, all three commanders noted the capabilities of the R&S brigade to see, understand and analyze information. However, they pointed out that the R&S brigade still requires external augmentation to fuse information effectively since it has no organic all-source collection element or analysis-control team. To deconflict assets whenever they were assigned their own battlespace, all three commanders noted that they had to augment their brigade staffs with a fires section, civil-affairs section, military-police section and public-affairs section. However, they developed the capability to fix and finish enemy forces by handing off targets to close air support, and they achieved significant economy of force by doing so.

The panel highlighted the R&S brigade's capabilities to screen by providing early warning for a headquarters using technical platforms and emplacing their LRS assets. The commanders noted they didn't have the operational reach necessary for ground reconnaissance in a combined-arms maneuver scenario. Even

with James' proposed FDU, the panel determined they wouldn't have the capabilities to achieve the operational reach required to answer corps PIR and recommended the use of special reconnaissance to answer those PIRs. Despite this gap in the R&S brigade's capabilities, the commanders affirmed their capability to answer other PIRs relating to the enemy's tactical reserve in both combined-arms maneuver and wide-area-security scenarios.

Stryker BCTs

LTC Sean O'Neal, commander of 2nd Squadron, 3rd Cavalry Regiment, proposed modifying three Stryker BCTs into a corps-level reconnaissance element and early-entry force. He highlighted the SBCT's capability for rapid deployment across the globe and the cavalry regiment's legacy to develop the situation through action, or fight for information. He also proposed to align three SBCTs with regional combatant commands to follow initial-entry forces and provide early-entry reconnaissance and security capabilities for the COCOM from an airhead or beachhead.

O'Neal recommended modifying the three infantry battalions within these specially designated SBCTs into recon and security battalions. This would be accomplished by absorbing the Soldiers from the Stryker reconnaissance, surveillance and target-acquisition squadron into the recon and security battalions. Also, O'Neal recommended maintaining a support battalion, fires battalion, separate companies and special-troops battalion, with the potential to add an aviation battalion and increase the engineer battalion's capabilities within the SBCT.

These early-entry brigades would maintain an enduring relationship with the COCOM, with at least one recon and security battalion ready to conduct early entry and follow initial-entry forces on short notice. More recon and security battalions could follow the ready recon and security battalion from the brigade to satisfy the COCOM commander's requirements for reconnaissance and security based on the threat. These battalions would have the organic capabilities to fight for information, conduct security operations and answer the division, corps or joint task force commander's PIRs. Further, this organization would allow the Army to continue using the BCT as the modular force of choice and preserve combat power for follow-on operations.

After concluding early-entry operations, this organization would be able to conduct reconnaissance operations to find and fix the enemy across brigade and division boundaries and in between non-contiguous areas of operation between divisions. With the addition of assets or with the R&S brigades, this organization would have a robust capability to find, fuse and fix the enemy and enable BCTs to finish them.

Breakout groups

Attendees focused March 8 on analyzing reconnaissance capabilities at BCT and below. They broke out into three groups to discuss the armored BCT (which recently replaced the heavy BCT), SBCT and infantry BCT. Each breakout group watched a Virtual Battlespace 2 vignette as a primer for their discussion on each organization. At the conclusion of the breakout sessions, the groups came together to brief their analysis and conclusions to the MCoE commanding general, MG Robert Brown.

SBCT breakout group. The SBCT breakout group identified personnel shortfalls within the RSTA squadron, doctrinal employment issues and several best practices from leaders across the Army. The most resounding shortfall within the RSTA squadron is a personnel shortage within the reconnaissance platoons resulting from the movement of all 35Ms (human-intelligence

specialists) from the RSTA squadrons to the brigade military-intelligence company. The commanders agreed they need at least 27-man platoons to effectively and safely employ dismounted elements, and that brigades are currently transferring infantrymen from the maneuver battalions to the RSTA squadron to make up the difference.

Also, serving commanders advised against using RSTA squadrons as battlespace-owning units in wide-area-security missions. They assessed the RSTA's optimal employment as units that operate across the entire brigade's AO to develop the enemy situation and target networks that span beyond battalion boundaries. Such an employment of RSTA squadrons requires a cultural shift in battlespace-owning units to allow the RSTA squadron freedom to maneuver throughout the brigade's AO.

Likewise, the RSTA squadron commanders in the group highlighted the effectiveness of institutional scout-training programs. These programs train scouts throughout the brigade from private through captain.

They also highlighted successes they had with pulling the scout platoons from the maneuver battalions for home-station training to establish positive relationships and enable effective reconnaissance pull and reconnaissance handoffs during combined-arms maneuver. After the recon handoff, the maneuver battalions controlled the RSTA's reconnaissance troops with great success.

ABCT breakout group. The ABCT breakout group also emphasized the benefits of tying in recon platoons from the maneuver battalions to the armored recon squadron. They recommended several organizational and task-organization changes, and advised against the M1151 as a reconnaissance platform.

The ABCT breakout group seconded the SBCT group's recommendation that pairing up the maneuver battalions' recon platoons with the ARS during home-station training allowed a smooth recon pull during operations. Also, this breakout group recommended task-organizing a tank company to the ARS to give it the combat power to maintain freedom of maneuver and enhance its capabilities to breach. Further, moving the chemical recon platoon to the ARS would consolidate the BCT's recon assets and mirror the SBCT RSTA squadron's organization.

The ABCT breakout group also highlighted the necessity of an S-3 engineer on the squadron staff as an expert for employing engineer assets and assessing requirements. Finally, the breakout group echoed the R&S brigade FDU conclusions. A different combat vehicle with better survivability and mobility to replace the M1151 is necessary for combined-arms maneuver and wide-area-security missions.

IBCT breakout group. The IBCT breakout group identified an organizational requirement to add a third platoon to the dismounted recon troop within the IBCT recon squadron as well as a requirement to train all three troops as mounted and dismounted forces. This group also highlighted the need to receive and employ enablers (particularly lift assets) to optimize reconnaissance capabilities within the IBCT recon squadron.

The three breakout groups emphasized the importance of the professionalization, but not the specialization, of the recon Soldier. This professionalization includes the formal incorporation of the Reconnaissance and Surveillance Leader's Course, Army Reconnaissance Course, Cavalry Leader's Course and Ranger School into the noncommissioned officer and officer career paths for reconnaissance Soldiers.

Also, the groups pointed out that incorporation of military-intelligence assets and analysis into reconnaissance and security operations would improve existing reconnaissance formations' capabilities throughout the Army. Finally, continuing to ensure that reconnaissance and security operations Soldiers are trained in Basic Officer Leader Courses, Maneuver Captain Career Course and Intermediate Level Education would standardize the professionalization of the reconnaissance Soldier in all types of units.

The summit concluded with a presentation of its conclusions to GEN Robert Cone, TRADOC's commanding general, who received the conclusions and recommendations of the attendees enthusiastically.



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ACRONYM QUICK-SCAN

ABCT – armored brigade combat team
AO – area of operation
ARS – armored reconnaissance squadron
BCT – brigade combat team
COCOM – combatant command
FDU – force-design update
HHT – headquarters and headquarters troop
IBCT – infantry brigade combat team
LRS – long-range surveillance
MCoE – Maneuver Center of Excellence
PIR – priority information requirement

R&S – reconnaissance and surveillance
RSTA – reconnaissance, surveillance and target acquisition
SBCT – Stryker brigade combat team
TRADOC – (U.S. Army) Training and Doctrine Command
UAS – unmanned aerial system



		Sullivan Cup Score Tracker														
		1st Cavalry			2nd Armored			3rd Armored			4th Armored			1st Infantry		
Unit	Score	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1st Cavalry	175	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
2nd Armored	175	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
3rd Armored	175	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
4th Armored	175	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
1st Infantry	175	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
2nd Infantry	175	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
3rd Infantry	175	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
4th Infantry	175	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
11th Armored Cavalry	175	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
81st ABCT	175	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
316th Cavalry	175	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
194th Armor	175	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40

The Sullivan Cup

– A New Tradition with Deep Roots –

by retired CSM George DeSario and retired LTC Mike Turner

The U.S. Army Armor School at Fort Benning, GA, hosted a precision-gunnery competition May 7-10 that brought back memories and created excitement that will last a lifetime. During the week, 15 Abrams crews competed for the Sullivan Cup, named in honor of retired GEN Gordon Sullivan, the Army's 32nd Chief of Staff.

The Abrams crew from 2nd Armored Brigade Combat Team, 1st Armored Division, won the cup. While all 60 competing crewmen received recognition and prizes, the winners also received engraved M1911 .45-caliber pistols and were inducted into the Order of Saint George.

Competition's roots

The Canadian army hosted a tank-gunnery competition in 1963 at the Bergen-Hohen Training Area and the Canadian Army Trophy – the CAT Shoot – was established. A crew from Belgium won that first competition with M47 Patton tanks. The 1977 CAT Shoot was the first time a U.S. crew placed as high as sixth. Finally, in 1987, an Abrams platoon from the Spearhead Division led the way, and the United States claimed its first Canadian Army Trophy. When Iraq invaded Kuwait in 1991, preparation for precision gunnery on a much more serious level began, ending formal gunnery competition for U.S. Armor forces.

While events like Operations Iraqi Freedom and Enduring Freedom, and the Base Realignment and Closure-directed move of the Armor School to Fort Benning kept a force-wide gunnery competition in the "too hard to do box" for a few years, it was never far from the minds of our mounted force's leadership. Several months ago, the Armor School leadership team decided the time was right and committed to plan, prepare for and execute the inaugural Sullivan Cup.

15 crews

Our great mounted force committed as well. The 15 crews came from across the force and represented all four Armor brigade combat teams from 1st Cavalry Division (with the 1st ABCT crew coming out of Kuwait); 2nd and 4th ABCTs, 1st Armored Division; 1st and 3rd ABCTs, 3rd Infantry Division; 1st and 3rd ABCTs, 4th Infantry Division; 1st ABCT, 2nd Infantry Division; 11th Armored Cavalry Regiment; 81st ABCT, Washington Army National Guard; and 316th Cavalry Brigade and 194th Armor Brigade from the Armor School.

This was a serious competition, testing crew proficiency on a lot more than gunnery. Crews participated in events including the Army Physical Fitness Test, breaking and replacing a section of track, small-arms marksmanship, a scenario in the Close Combat Tactical Trainer and,

of course, day and night precision gunnery.

After 10 years of war – much of it with tankers performing other than mounted missions – we know that regaining, then maintaining, core competency is paramount. If the performance of these crews is an indication, we can rest assured we will get there. It's true these crews were the best from their units, and their skill level might paint too rosy a picture for some. To the contrary, their performance represents what they and their leaders can and will do given the opportunity to focus on being mounted warriors.

It's worth noting that the senior tankers in this competition were sergeant first class tank commanders. No doubt officers had some involvement at home station, but this was noncommissioned officers and young enlisted Armor crewmen doing what they do best.

The leadership and vision required to make an event like this happen goes back to the competition's namesake. It continues with the Armor School commandant, BG Tom James, retired CSM Ricky Young and current Armor School command sergeant major CSM Miles Wilson. The 316th Cavalry Brigade had primary action responsibility, with 1st Squadron doing the heavy lifting. Tough tasks require a team effort, and Fort Benning and the Maneuver Center of Excellence team stepped up big time.

For more information and photos of the event, see the Website <https://www.benning.army.mil/armor/sullivan/media.html>.



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and Cavalry units for 27 years, retiring in 2004 as executive officer to the Chief of Armor.

Retired CSM George DeSario serves as first vice president of the Cavalry and Armor Association. He served in Cavalry and Armor units for 27 years and retired in 2005 as Thunderbolt 7 at the U.S. Army Armor Center and Fort Knox, KY.

ACRONYM QUICK-SCAN

ABCT – Armor brigade combat team



The Sullivan Cup 2012 champions, “the best tank crew in the Army,” are SFC Ryan Dilling, tank commander; SGT Zachary Shaffer, gunner; PFC Mark Backer, loader; and PFC Kyle Braun, driver.

Protection vs. Agility: Which is Better for Full-Spectrum Operations?

by 1LT Kaleb S. Blankenship

U.S. Army armored forces stormed over the southern border of Iraq in March 2003 for the second time in 20 years. Company teams, comprised of Abrams tanks, Bradley fighting vehicles and Apache helicopters in support, led the northbound “shock and awe” assault. More ground forces followed closely behind in unarmored humvees – many of them with the doors removed and the passengers riding sideways in their seats with weapons oriented out the doorframe. The only armor protecting Soldiers was relatively lightweight flak vests, primarily useful for stopping shrapnel, not bullets.

They trained for years for this moment. Throughout countless gunneries, unit-

run field-training exercises and combat-training center rotations, the Army of 2003 was a highly maneuverable force that was unquestionably trained to conduct high-intensity conflict operations. Simply put, it was an agile and aggressive combined-arms force focused on assaulting objectives and maintaining the initiative with an unmatched ability to fire and maneuver to close in and destroy the enemy in close combat.

Can we say this of the Army’s armored force of 2012? For many troops leaving Iraq the last few years, I believe the answer is no. The emphasis on protection at the expense of agility and detection assets has degraded our decisive over-

match and maneuver platoons’ ability to execute battle drills better than the enemy and dominate the battlefield.

The state of the battlefield in Iraq, coupled with the equipment provided to maneuver platoons, forces Soldiers and junior leaders to sacrifice agility and assume a more reactive, rather than proactive, posture. This reactivity and lack of agility inherently surrenders the initiative to the enemy. Due to the political impacts of casualties, we traded the unarmored, extremely maneuverable humvee for heavy, cumbersome mine-resistant, ambush-protected vehicles. We added armored plates around our gunners and forced them to sit inside the turret,



limiting their ability to detect, identify and track the enemy and destroy targets. We also traded our light flak vests for much heavier improved outer tactical vests, complete with four armored plates.

The improvements in armor and protection not only save lives, but they also force reactive, not proactive, tendencies into our operations. We sacrificed the ability to move with relation to the enemy, thus losing the initiative. Worst of all, we are sending a new message to a whole generation of Soldiers – it's better to be safe than maintain the initiative. The strength of our Army does not solely lie in our superior protection and equipment, but in the initiative and offensive spirit of our Soldiers and leaders. Although we want it all, the priority must focus on sustaining and developing the initiative of the Soldier, as that is what really separates our Army from all others.

I'm not arguing that any senior Army leader is purposely sending the message to our troops that force protection is primary above all else. On the contrary, every commander with whom I have spoken has insisted we maintain the initiative and stay aggressive. However, actions speak louder than words. Our ability to seize and hold the initiative has been significantly degraded. It no longer guarantees we will have decisive overmatch against the enemy at the platoon and squad level in the current operating environment. Resources provided to fight the enemy on the given urban terrain and among the population pose significant tactical and leadership challenges to conducting complex and aggressive operations.

At the heart of the tactical challenge is a lack of maneuverability. While mounted in MRAPs, patrolling the same stretch of road for countless hours in northern Iraq to secure supply routes for logistics patrols, an infinite number of possible enemy observation posts and ambush locations surrounded us. Due to poor resources, we could only conduct mounted maneuver effectively if the enemy location was next to an improved lateral route trafficable by MRAP – we lacked proper agility to gain the initiative in the event of an attack. This forced us to abide by constrained fire-control measures due to the urban population and eliminated our ability to use reconnaissance by fire as an alternative. Our best hope was to detect the enemy running away with no cover and be able to engage him with our crew-served weapons. We also lacked the agility needed to pursue the enemy, regain

the initiative and destroy him in close combat.

The threat of a sustained small-arms attack in our area of operations was virtually zero. If that were to happen, we were certainly capable and confident in our ability to gain fire superiority and destroy the threat. If the enemy were to attack then retrograde into a building, undoubtedly we would have been able to establish an effective support by fire, isolate and clear the objective, as any combat-ready maneuver platoon would be able to do.

The enemy knew this, so his most likely courses of action were to either hastily emplace an improvised explosive device comprised of nearly ineffective homemade explosives detonated by a command wire from a relatively safe distance (150-300 meters from the road) or fire a couple of well-aimed rounds at us before quickly driving away. Occasionally we were provided with intelligence, surveillance and reconnaissance assets such as air weapons teams or scout weapons teams that significantly increased our ability to detect and track the enemy, as we were limited with the lack of detection sights with the MRAP. However, this resource was rarely available. Other ISR assets, such as unmanned aerial vehicles, were controlled at the battalion or brigade level and often only pushed to platoon level after the platoon had made contact. Without these additional assets, it was extremely difficult, if not impossible, for us to detect, identify and track the source of the threat and fix the enemy. Even if we did, our ability to close in and destroy it was limited with the MRAP and its inability to conduct cross-mobility maneuver. Our lack of mounted maneuverability off the main supply route limited our ability to pursue any suspected enemy.

Our dismounted capability was not much better. Although I had some very motivated Soldiers who desired nothing more than to do their job and engage the enemy, by the time the ramp lowered on the MRAP and we were able to begin maneuvering over the sandy terrain toward the threat, it was long gone. The head start the enemy had by maintaining a standoff distance of at least 150 meters, coupled with degraded rate of movement caused by our heavy armored vests, made it very improbable that we would be successful in our attempt to gain contact and execute any form of Battle Drill 1A on him. We were not equipped with any sort of forward-looking infrared or long-range advanced scout surveillance sys-

tems that increased our ability to detect, identify and track targets or threats prior to entering contact.

The advancements in equipment the Army has made during the last eight years of conflict focused primarily on our protection and ability to sustain an attack. They did nothing to increase our ability to proactively locate threats and neutralize them before they successfully conducted a hasty attack on us. Many strides have been made to increase protection for our Soldiers at the sacrifice of our agility and mobility.

All our resources were designed to protect the Soldier after an attack. The enemy followed effective tactics, techniques and procedures that exploited our weaknesses and allowed him to escape without detection nearly every time. I would have preferred equipment that would allow us to be more proactive and agile, such as a remote weapon system equipped with a FLIR or thermal-imaging system mounted atop a vehicle that provided the mobility to pursue the enemy.

Many attacks were preventable had we been equipped with systems that allowed us to detect, identify and track the enemy, thus allowing us to assault identified threats prior to being engaged. Using a more maneuverable vehicle would have allowed the necessary agility required to regain the initiative in the event the enemy was successful in conducting an attack. It is safer to ensure ample mobility for our Soldiers to allow them to successfully conduct their doctrinal warrior tasks and battle drills even though it could create potential loss of protection.

The particular style of fighting that most U.S. forces in forward theaters of operation are now executing brings with it leadership challenges which come from above and below. Commanders at all levels continually remind you to maintain an aggressive offensive posture, to maintain the initiative. The way this most readily manifested itself throughout our tour was scanning – from the time we left the wire to the time we returned, our turrets were constantly moving and our weapon systems lowered and ready to engage targets. Beyond this, however, there was little offensiveness in the nature of our platoon-level operations.

You are essentially conducting a movement-to-contact on each patrol without more detailed intelligence of the enemy or a great ability to detect and identify one. Although this is doctrinally an offensive operation, to the Soldier on the

ground conducting it in the Iraqi theater, it felt wholly defensive because it usually resulted in reacting to contact. We were rarely able to detect the enemy prior to contact. We knew the enemy was near by hearing the sound of bullets flying by or observing an explosion in our patrol element – forcing us to react.

Leadership challenges also come from below as Soldiers ask questions to clarify the confusing messages they are receiving. Operations above the platoon level, such as working with Iraqi Security Force partners to pressure violent extremist networks and preplanned force-protection operations throughout the operational environment were offensive. However, many Soldiers and junior leaders at the tactical level had difficulty seeing this. How can we be on the offense when we lack the mobility and agility needed to gain or maintain the initiative against this specific enemy and his TTPs?

During my mission briefs, I stressed the importance of being aggressive, taking the fight to the enemy and staying on the offense. I constantly articulated this message to both of my platoons. On multiple occasions I was asked, “Sir, how is this offensive in any way? It seems like we are just going out to get blown up. All we do is react to contact.” I did my best to explain our role in higher-level offensive operations, but the bottom line remained: We were conducting missions that felt very defensive to the Soldiers on the ground. It is difficult to convince Soldiers with little ability to detect the enemy prior to engagement or regain the initiative

afterwards that they possess the initiative and are conducting an offensive operation. Soldiers want to keep the enemy on their heels – maintain the initiative – but they must be properly resourced and equipped to accomplish this.

We now have a generation of Soldiers who have not experienced what it truly means to maneuver on the enemy, fix him with direct, indirect and aerial fires and assault through the objective. From their perspective, the Army has covered them and their vehicles with armor, forced them to be a primarily reactive force, yet demand they seize and hold the initiative. As we withdraw from Iraq and begin to refocus our training, we must be conscious of the messages we are sending our Soldiers – both verbally and non-verbally. We must be fully aware of the limitations our new equipment has put on our troops’ ability to gain and maintain the initiative, close in, destroy the enemy in close combat and manage our own expectations accordingly.

Advancements made in equipment to improve protection were necessary for counterinsurgency operations in Iraq. However, they may not be best suited for maintaining a mobile, agile force capable of maintaining the initiative throughout the spectrum of operations. We’ve made a mistake by putting protection above mobility, agility and the ability to detect, identify and track as a parameter for new equipment, and thus are out of balance. Therefore, we must resource our squads and platoons with agile equipment that provides them decisive overmatch and al-

lows them to accomplish their mission-essential tasks across the spectrum of operations and dominate the enemy on the battlefield.



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ACRONYM QUICK-SCAN

- BOLC** – Basic Officer Leader Course
- FLIR** – forward-looking infrared
- ISR** – intelligence, surveillance and reconnaissance
- MRAP** – mine-resistant, ambush-protected
- TTPs** – tactics, techniques and procedures



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Training Lethality through Cavalry Squadron Gunnery

by LTC Chris Budahas and 1LT Scott W. Browne

Cavalry scouts must be able to competently communicate, move and shoot – respectively. However, gunnery remains a critical foundational training event for all cavalry – armored, Stryker and wheeled formations. After completing our Army Force Generation rest phase following our deployment to Afghanistan supporting Operation Enduring Freedom 2010-11, gunnery was the first major mounted-training event on 4th Squadron (Saber), 2nd Cavalry Regiment’s training calendar.

As a Stryker reconnaissance squadron with a unique assortment of troops (reconnaissance; engineer; anti-armor troops; military police; chemical, biological, radiological and nuclear support; and mortar platoons), developing a gunnery training plan for a variety of units and vehicle types was a challenge. Despite planning difficulties and the harsh Bavarian winter weather, 4th Squadron executed its first “to standard” squadron gunnery in more than three years between Feb. 16 and March 4, 2012, at the Grafenwohr Training Area in Germany. Thanks to a solid pregunnery train-up, in-depth staff planning and a sound concept of support, gunnery provided a solid foundation for future advanced training events.

Currently 4th Squadron consists of three reconnaissance troops, an anti-armor troop with tube-launched, optically tracked, wire-command-link-guided anti-tank guided-missile launchers, an engineer troop and headquarters troop with military police, support and CBRN reconnaissance platoons. With a variety of platforms that include seven Stryker variants – command vehicle, nuclear-biological-chemical reconnaissance vehicle, reconnaissance vehicle, anti-tank guided-missile vehicle, fire-support vehicle, mortar-carrier vehicle and engineer-support vehicle, some with and most without stabilized remote weapon systems – finding the right gunnery manual was the first challenge.

The Stryker Master Trainer Course uses both the *Stryker Gunnery Field Manual* (FM 3-20.21, dated September 2009) and the *Heavy Brigade Combat Team Gunnery Manual* (FM 3-22.3, dated March 2006). After careful consideration, Saber Squadron deliberately selected the HBCT gunnery manual as our governing document for our gunnery density, as it was best suited for our vehicle density within the squadron. Also, it met the commander’s guidance for developing a standardized process to ensure crews met a “gated approach” to qualification, meaning crews must successfully pass one gunnery table before progressing to the next table.

Saber Squadron has 44 vehicles with unstabilized weapons systems. Chapter 17 exclusively focuses on unstabilized gunnery and, with some small modifications, it was suitable for almost all the squadron’s vehicle variants except the ATGM. For the ATGM we used the *Stryker Brigade Combat Team Anti-Armor Company and Platoon Leader’s Handbook* (ST 3-22.6, dated June 2009). Crew stability was a concern due to our location in the ARFORGEN cycle, so troops attempted to build crews with stability through our October 2011 combat-training center exercise at Hohenfels. We also understood we would need to re-execute another gunnery density before our evaluated November squadron-level live-fire due to key personnel turnover.

The first step in qualifying crews was individual training as specified by the gunnery-training program outlined in FM 3-20.21, Chapter 14. Commonly known as gunnery-skills test-

ing, the purpose of this training is to familiarize and then test the trooper’s competence with the three weapons found throughout the formation: the MK-19, M2HB and M240B machinegun. Testing was conducted across the squadron over a three-day period in a round-robin style with squadron-level certified evaluators/instructors. According to the squadron commander’s “gated approach” training guidance, crews were required to pass each station before moving to the next phase of pregunnery training.

Using the truck tasks listed in Chapter 14, we required each trooper to clear, disassemble, assemble, perform functions check; load and perform immediate action; and identify and take action with a weapons malfunction on his assigned weapon system(s). Also included in this testing was Common Task 1, the recognition-of-combat-vehicles test. A benefit of being forward-deployed in Germany with many former Eastern Bloc nations training at the Grafenwohr Training Complex is that Saber Squadron troopers inherently operate in a multinational environment, which requires careful study of foreign vehicles as many of our North Atlantic Treaty Organization partners employ former Soviet/Russian equipment.

Lastly, we conducted extensive remedial training for all events immediately with squadron-certified instructors for any “no gos,” and, when ready, those troopers were retested.

The next step in our gated approach was digital gunnery, primarily conducted in the virtual training domain (simulation) on Virtual Battle Space 2 and augmented by Close Combat Tactical Trainer; unfortunately, there is no unit conduct-of-fire trainer for the Stryker. It is, however, available for the Bradley vehicle and Abrams tank. This digital training provided crews (drivers, gunners and vehicle commanders) the opportunity to progress in a simulated environment on the same range they would later actually conduct live-fire gunnery on in Tables III-VI. While the act of firing an MK-19 or M2HB on a computer with a mouse click is immensely different from depressing the butterflies in real life, the opportunity to conduct berm drills, fire commands, spot-and-adjust indirect fire and identify targets in simulation immensely increased crew cohesion and was the first opportunity for many of the new troopers to see what gunnery would encompass.

Vehicle-crew-evaluator training was conducted simultaneously to digital gunnery. Each troop rigorously trained and certified three teams of two noncommissioned officers over a six-day period by the squadron master gunner. These VCEs were responsible for scoring engagements and conducting crew after-action reviews during gunnery. Experiencing the VCE certification program provided an added personal benefit to the VCEs, many who are gunners themselves, as it substantially increased their awareness of the gunnery process and associated scoring system. Without a solid group of trained and certified VCEs, conducting a quality gunnery would have been nearly impossible.

The last task prior to crew gunnery was Table II, Crew Proficiency Course, for the gunners and VCs. One three-day range per weapon system was conducted the month prior to Tables III-VI of gunnery. These M2HB and MK-19 ranges were critical for crew proficiency, as many of the gunners and VCs had not fired these weapon systems in years or had never fired them.

Shooting from a tripod offered allowed crews to become familiar with the weapon before they added the complexity of firing from stationary and moving vehicles.

Gunnery-skills testing, digital gunnery and VCE training prepared the squadron for the live-fire portion of gunnery. According to the manual Table IV, long-range machine gunnery is required for scouts and reconnaissance elements only, but limited-range availability forced its omission during our density. The specific firing tables for Tables III, V and VI were constructed based on the minimum proficiency level on Page 17-3 of the gunnery manual.

These engagements were divided among the day- and night-fire portions, taking into consideration the MPL application matrix (Page 17-9), which suggests what engagements are suitable for a VC or gunner. Tables V and VI were standardized into two categories for the squadron, one for unstablized weapons (RV, FSV and MP M1114 humvee variants) and the other for stabilized weapons (CV, ESV and CBRN). Due to the RWS' increase in accuracy over an MK-93 mounted weapon, the stabilized variants fired on a range with engagements at greater distances and three-fourths scaled targets, while unstablized systems engaged at short ranges with full-size targets.

For this gunnery density, Saber Squadron conducted live-fire on two ranges within the Grafenwohr range complex for a 2½-week period. One troop (company) formation supported each range, while another troop fired. Each troop had four days to fire and four days in support. The first day of gunnery was Table III dry-fire. The next three days consisted of live-fire with Table III (basic machine gun), V (basic crew practice) and VI (crew qualification) day- and night-fire.

The VCE gave each crew a formal AAR following each run. As per the squadron commander's directives, squadron AARs followed the Army's current publication, *The Leader's Guide to After-Action Reviews* and 2nd Cavalry Regiment's AAR stan-

dard operating procedure. The AARs were facilitated on a terrain model and augmented by the forward-looking infrared video footage and audio recordings from the jump net taken during the gunnery run. VCEs were deliberately positioned inside the vehicles during the execution. This provided the VCEs the best vantage point to judge crew proficiency and enhance the AARs' substance. The AARs' quality with troop first sergeant oversight and crew participation immensely helped crews substantially improve as gunnery progressed.

Ammunition allocations followed the allotments set forth in FM 3-20.21 (50 rounds of .50 caliber or eight rounds of 40mm per target). The ranges were constantly occupied by personnel, allowing the squadron to bring all the ammunition to the ranges on the first day, as it was always under guard, decreasing logistical requirements. In addition to qualifying crews, gunnery allowed every platoon leader (78 percent of them were second lieutenants) to serve as an officer-in-charge of a range, and non-commissioned officers to serve as range-safety officers, beach masters and ammunition NCOs. This range-support experience was especially valuable to leader development within Saber Squadron, given the rapid turnover of both officers and NCOs following the previous deployment.

The squadron's gunnery resulted in 49 of 51 crews qualified on Table VI, with the anti-armor troop being unable to conduct ATGM live-fire due to persistent fog. However, anti-armor troop was able to conduct simulated live-fire before the inclement weather. This was accomplished using the Laser Target-Interface Device System and the Wireless Independent Target System. The squadron's demanding gated approach and high success rate during gunnery allowed the unit to progress into more advanced training such as platoon and troop-level live-fires and external field evaluations.

Gunnery provided the squadron staff a foundation on which to build advanced training events. It also offered a prime opportu-



nity to practice resupply operations at both the troop and squadron level. The squadron's support platoon gained valuable experience in running daily logistics packages of Class I and III to units at two noncontiguous ranges in adverse weather conditions (a combination of snow, fog and/or freezing rain). Other logistical issues, such as vehicle repair, were conducted forward on the range, or vehicles were recovered back to the base for higher-level maintenance.

Certain practices worked especially well for Saber Squadron. The range complexes were well established and contained open-bay barracks, dining areas, range towers and ammunition storage pads. Troops were not only more comfortable sleeping inside the barracks during sub-freezing weather conditions, but housing them there also reduced fuel consumption and put fewer operational hours on the vehicles. While running a troop-sized range internally is possible, it is more efficient if Soldiers can focus on either firing gunnery or supporting it.

For a squadron-sized event, running several ranges is essential to getting all units through in a short amount of time. This allowed the squadron to conduct complementary concurrent training while conducting live-fire operations.

Lastly, the squadron was able to exercise mission-command operations through battle tracking in the tactical-operations center and by using the CTC's command post and support platoon to conduct resupply operations.

While gunnery was a success, there is always room for improvement. First, many of the gunners did not have enough previous experience firing their weapon system to confidently engage targets right away. This can be partially mitigated by a very strong pregunnery train-up. Digital gunnery using VBS2 is another possible solution, but RWS-equipped vehicles seemed to benefit more from this than flex-mounted weapon systems. This is most likely due to the fact that manipulating a traverse-and-elevation device takes hands-on practice.

While the RWS has its advantages, the zeroing process was a point of friction for some personnel with limited gunner's experience. Some range time and ammunition was wasted by a few crews not following the prescribed zeroing steps in the technical manual. Also, occasional issues with the jump net hampered communication. Increased radio training, proper preventive-maintenance checks and services, prompt replacement of damaged cables and a communications specialist's presence at the range would minimize downtime. Overall, many of the problems themselves were quite minor, but when combined could add up to hours of lost training time.

Gunnery was a major building block for Saber Squadron and the first of many major training events that will require Saber troopers to shoot, move and communicate effectively. Proper pregunnery training, like gunnery-skills testing and digital gunnery, are instrumental in preparing crews for the rigors and stress of actual live-fire gunnery. Planning and resourcing, while unglamorous, are extremely critical to successful range operations.

The land and ammo and master-gunner portions of the squadron operations section deserve much of the credit for the success of the squadron's gunnery density. Like all things in the Army, even a crew event like gunnery, it was a team effort from start to finish. Squadron leaders and Soldiers who experienced

a gunnery executed to standard will not easily forget the lessons-learned from this exercise. Saber Recon!



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ACRONYM QUICK-SCAN

AAR – after-action review
ARFORGEN – Army Force Generation
ATGM – anti-tank guided-missile vehicle
CBRN – chemical, biological, radiological and nuclear
CTC – combat-training center
CV – command vehicle
ESV – engineer-support vehicle
FM – field manual
FSV – fire-support vehicle
HBCT – heavy brigade combat team
MP – military police
MPL – minimum proficiency level
NATO – North Atlantic Treaty Organization
NCO – noncommissioned officer
RV – reconnaissance vehicle
RWS – remote weapons system
SAMS – School of Advanced Military Studies
VBS2 – Virtual Battle Space 2
VC – vehicle commander
VCE – vehicle-crew evaluator

Regaining the Initiative: Garrison Operations for the Current Generation

by CPT Kyle T. Trotter and 1SG Christopher A. McMillian

It's common for Army senior leaders to praise this current generation of officers and noncommissioned officers as the most adaptable and combat-proven force our country has fielded. Almost immediately following the praise is criticism about how this current generation doesn't know how to train Soldiers, doesn't know how to enforce discipline standards and, quite simply, isn't able to competently run garrison operations.

Although the multitude of variables is different between the Army of the 90s and the current Army, we would argue that successful leaders are able to apply the same combat-proven mechanisms in garrison to garner an equal level of success. One mechanism used to gain clarity about the commander's intent while deployed is the development of a line of effort. The three main LoEs within garrison operations are training, discipline and administrative actions. By conceptualizing garrison operations in terms of LoEs, the current generation of leaders understands it takes persistent pressure across all LoEs to be successful and prioritizes actions into manageable portions.

Training

The Army has operated for the past decade with a year-on-year-off deployment cycle. Leaders haven't had the freedom to plan training for their unit, as most of their actions have been driven from the top down. Now, as unit dwell times are increasing between deployment cycles, leaders at all levels have to relearn the art of training. Key considerations when developing training include training the Mission-Essential Task List one and two levels higher; developing your unit METL through a proper METL crosswalk; de-

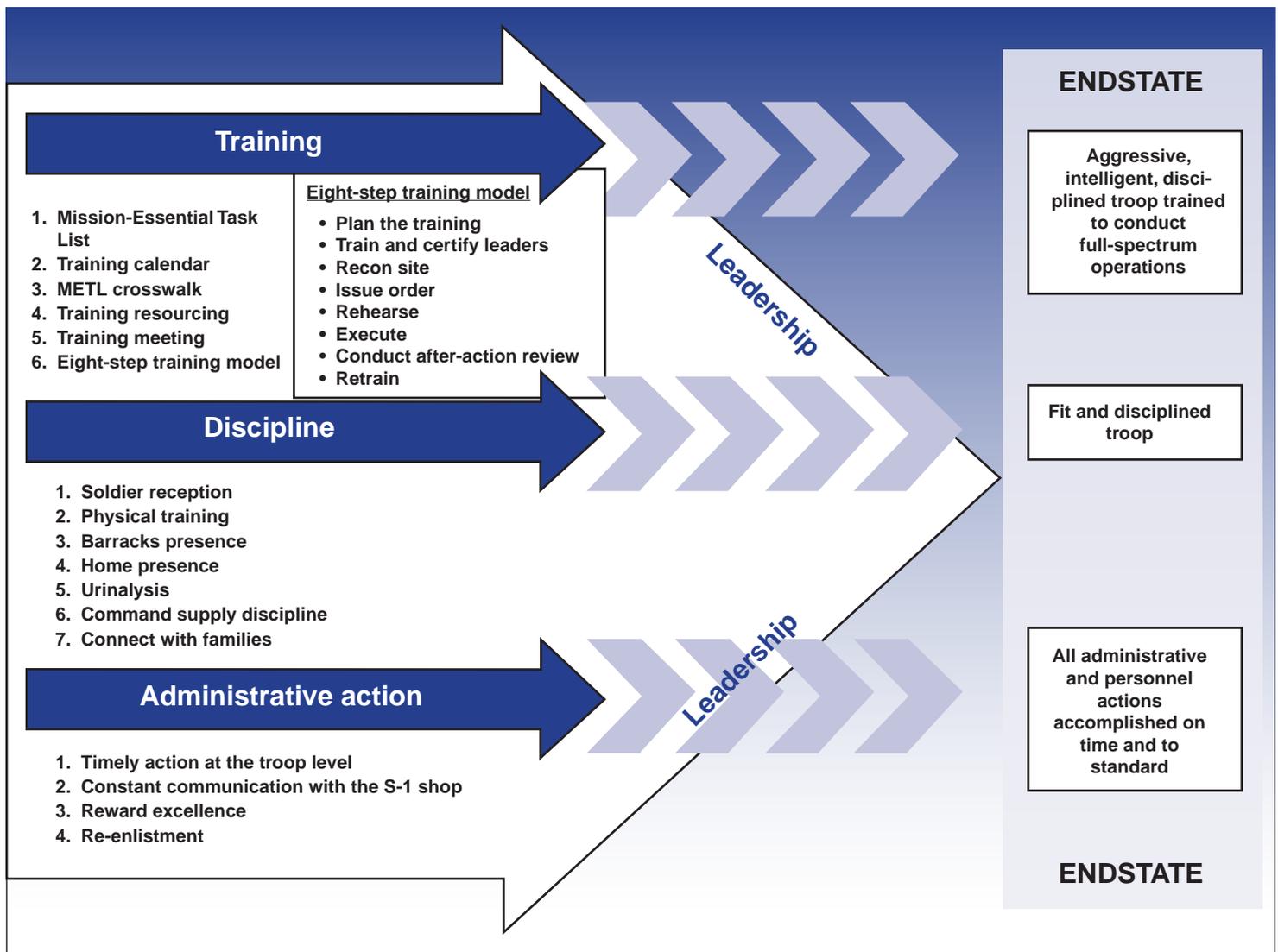


Figure 1. Apache garrison design.

veloping a detailed training schedule; conducting the unit-level training meeting; and properly resourcing all training.

METL. The first step to planning successful training is to understand the intent of the command one and two levels higher. Commanders will publish many documents upon taking command, but one of the most valuable to a subordinate leader is the METL. Each unit will tailor its METL depending on the type of organization, future overseas contingency operations and METL for one and two levels higher. By knowing your senior leaders' priorities and tailoring your training events to fit within their intent, you will always be working to achieve the mission.

After gaining a copy of higher-level METLs, it's time to develop one for your specific unit. The Army Training Network (<https://atn.army.mil>) is a consolidated site with every training manual or document current to the Army and is a great first step when you have any training-related questions. Within the ATN is a link to the Army Combined-Arms Training Strategy (https://atn.army.mil/dsp_CATS-viewer01.aspx), described as:

"CATS provides task-based, event-driven training strategies designed to assist the unit commander in planning and executing training events that enable the unit to build and sustain Soldier, leader and unit proficiency in mission-essential tasks. The CATS provides training events, frequency and duration that a commander uses in developing unit training guidance, strategy and calendars. The critical training events in CATS, standards in training commission and Army Force Generation templates are the common building blocks for the commander's plan. In addition to CATS, this page offers links to task selections, their supporting collective tasks and their supporting individual tasks."

METL crosswalk. With ATN's and CATS' assistance, commanders can quickly pull up their type of organization and see all their METL tasks, compare them with their commanders' METLs and forge a unit- and mission-specific METL.

Commanders can use ATN and CATS to develop a METL crosswalk for each major training event to guide the training plan. For instance, if your unit is conducting a platoon live-fire in six months, evaluated tasks will include most of the following:

- Troop-leading procedures;
- Occupy an assembly area;
- Tactical movement;

- Conduct fire and maneuver;
- Conduct a breach;
- Integrate indirect-fire support;
- Evaluate-treat- evacuate casualties;
- Consolidate and reorganize; and
- Conduct site exploitation.

Each listed item is a collective task listed under CATS. By clicking the link for each collective task, you receive a list of subtasks at the squad level or individual level. For example, on the CATS page "Armor: Motorized Recon Troop, Recon Squadron ([Infantry Brigade Combat Team]) (17217G000)," you'll see several tasks, including "Conduct Recce Troop Operations (17-TS-2100)." Clicking on this reveals a list of tasks such as the collective task No. 07-2-9008, "Conduct a raid (platoon-company)." The task is described and performance steps given when you check the box in that list and click on it.

Finally, for each subtask, CATS provides performance measures of evaluation to ensure your unit is meeting the doctrinal task. This resource makes it easy to not only conceptualize the endstate but also all prerequisite tasks. Thus, a commander can then develop a doctrinally based, logical training plan to ensure his unit is trained to standard.

A list of tasks supporting individual tasks and collective tasks is also given.

Training schedule. With the knowledge gained from ATN/CATS, a commander can develop a training schedule. A standard troop-level training schedule plans all activities up to six weeks out. However, in our experience, to properly visualize, describe and direct a unit's training, the commander needs to be planning at least 12 weeks out. For most installations, land use and ammunition are locked in at least 60 days out, if not earlier. Troop-level commanders must strategically plan and collaborate with the S-3 shop by aggressively projecting training needs 12 weeks out. Projecting training needs and planning effectively enables S-3 staff to project land and ammo requirements. The ability of a troop commander to synchronize and coordinate his actions with his battalion S-3's long-range calendar positively impacts his unit's level and quantity of training and resources.

For a troop commander to project long-range (training weeks 7-12), he must delegate the development of near-term training (training weeks 1-6) to his platoon leaders. By completing the METL crosswalk for the specific impending training event, the commander visualizes the desired endstate and all required training to achieve that goal. The commander then describes his vision to his subordinates and directs them with specific guidance

on accomplishment of the goal and which references to use (proper field manual or CATS). For example, if the task is a squad situational-training exercise, the commander tasks a PL to recon the site, develop two training lanes and backbrief the commander on the concept.

Upon approval, the PL develops an operational order, the transportation plan and the composite risk-management worksheet; coordinates with range control; and coordinates all resourcing through the executive officer. Tasking a PL with this assignment gives him a hands-on learning experience. The PL will have to use FMs and other training aids like CATS to understand all tasks, conditions and standards of the training. The process naturally forces the PL to seek his NCOs' input and, in return, empowers NCOs by giving them direct input into developing training. It also familiarizes the PL with all the on-post agencies available to assist with training (range control, training-support center, topography support) and prepares them to be better XO's or staff officers.

Finally, by writing OPORDs and briefing them to the commander, the PL continues to hone his troop-leading skills in an audience other than his platoon. In the end, the PL becomes a more capable officer, NCOs are empowered and the commander is able to spend that time projecting on the deep fight (training weeks 7-12). During this process, it's important to note that the commander and first sergeant will "certify leaders" for the training event according to the eight-step training model, which ensures training is conducted to standard. (See Table 1.)

- | |
|---|
| <ol style="list-style-type: none">1. Plan the training;2. Train and certify leaders;3. Recon the site;4. Issue order;5. Rehearse;6. Execute;7. Conduct after-action review(s);8. Retrain |
|---|

Table 1. Eight-step training model.

The training schedule doesn't have to be an elaborate product, but it needs to have detail so all Soldiers know exactly what should be happening hourly throughout the day. Also, it's important to list all appropriate references to your training so your subordinate leaders know where to find the appropriate materials to instruct their Soldiers. If Soldiers have a detailed training calendar available, they are able to plan their life with an increased level

of predictability and provide a more stable home life.

Resourcing training. After the commander and his PLs have developed a training schedule, it's important to provide proper resourcing for the training event. The troop XO works with the PL and commander to put in the necessary requests for land and ammunition with the battalion S-3. He will work with the first sergeant to resource Class I, and he should work to provide more training aids from TSC. TSC can provide auditory and visual stimulation to any training scenario to make training as realistic as possible.

For example, among common items our troop incorporated into training were AK-47s, rocket-propelled grenades, pneumatic machineguns, improvised-explosive-device simulators, weapons cache kit (mortars, land mines, grenades), suicide vest and a kit that included cellphones, documents, money and IED-making materials (copper wire, initiators, timers, detonation cord). Through the combination of materials, Soldiers were able to have many of the same auditory and visual stimuli associated with current theaters of operations and teach them proper responses to them.

Training meeting. All these efforts come to a head at the weekly troop-training meeting. *Unit Training Management* (September 2011) and *Leader's Guide to Company Training Meetings* (September 2011; replaces Training Circular 25-30) are two great documents to reference concerning developing and conducting a training meeting. Also, the eight-step training model is a guiding light to all training efforts.

The published training schedule should lead the unit through training weeks 1-5, where PLs backbrief troop leadership on the training event they and their platoon are responsible for executing. For training weeks 6-8, the troop commander – using the “visualize, describe and direct” methodology – issues guidance to his subordinates and assigns PLs a new task while the troop commander is still coordinating and synchronizing training weeks 9-12 with the battalion S-3.

Troop commanders can make a dramatic difference in the quality and quantity of training their unit receives by properly planning and resourcing that training. Empowering subordinate leaders creates better leaders for the future, ensures near-term mission success and allows continued long-range training development. A quality training calendar shows Soldiers their chain of command takes training seriously and has high expectations for their performance while also providing them

predictability and stability on the homefront.

Discipline

Discipline is the cornerstone of great units. Like other LoEs, the scope of issues discipline encompasses is great. There are seven key areas to focus along this LoE:

- Soldier reception;
- Physical training;
- Barracks presence;
- Home presence;
- Urinalysis;
- Command supply discipline; and
- Connecting with Soldiers' families.

Reception. New-Soldier reception makes a lasting impact (positive or negative) and gives the Soldier a taste of what his future will hold while in a unit. The unit's first sergeant counsels Soldiers within the first 24 hours. The first sergeant and commander write a letter to the Soldier's parents letting them know their son made a great decision to join the Army, they have joined a stellar unit and, if they have any questions, to contact the command with their concerns. Within their first week in the unit, new Soldiers receive a briefing from the troop commander detailing his command philosophy and reviewing all policy letters. This process ensures the Soldier understands all standards and expectations of his actions on and off duty.

PT. The first experience for most new Soldiers will be the conduct of PT their first day. If they fall into a unit that conducts hard, focused PT, they will see they have joined a band of warriors committed to the highest standards and values. We treat PT the same as training events and require PLs to develop PT plans with two-week projections, then provide us a backbrief on their intentions for 1½ hours each day. NCOs execute PT; this requires the PL to interact with his platoon sergeant and squad leaders to develop a coherent plan. It needs to be ready in enough time to allow the NCO leading PT to prepare to lead that day's events.

Barracks presence. In recent years, the Army privatized the barracks and first sergeants lost direct control over the day-to-day operations of the barracks. However, what privatization did not do was prevent NCOs from holding their Soldiers accountable for their actions within the barracks. Coauthor 1SG Christopher McMillian developed a policy where all team leaders would be at his office at 5:45 a.m. daily. They would inspect the Soldiers' living conditions at 6 a.m. prior to 6:30 a.m. PT. This sent a clear message through the barracks; soon Soldiers were policing

up after themselves and holding their battle-buddies accountable to ensure the morning inspection would be a smooth process. The fruit of this labor came after three health-and-welfare inspections, including drug K9s, resulted in zero violations within our troop.

Home presence. After the NCOs gained the initiative within the barracks, a series of events throughout the squadron within the homes of Soldiers made all leaders rethink the discipline of Soldiers not living in the barracks. As a result, we began a process where platoon sergeants and PLs visited the on- or off-post houses of Soldiers. The visit's purpose was to ensure a level of cleanliness and introduce ourselves to family members. We assessed their living expenses to ensure Soldiers weren't living above their means. Further, we ensured that the accuracy of the strip maps within their counseling packet to their house were accurate and ascertained whether they had any neighbor/landlord issues or health issues at the dwelling.

We published the inspection notice weeks in advance to allow spouses and children an appropriate level of information before our unit's arrival. We found no major health issues or illegal substances. Most importantly, we were able to evaluate finances of many Soldiers and refer them to the military family-life consultant to develop a budget and financial stability prior to major field exercises. We made these efforts to prevent the need for Army Emergency Relief loans or other reactionary measures.

Table 2 is an example home-inspection sheet.

Urinalysis. A major part of the discipline LoE is proper drug testing. Our unit worked hard to conduct a random urinalysis test once a week so long as the training schedule permitted. Army Regulation 600-85 encourages a more frequent drug-testing program vs. one or two 100-percent urinalyses per year. We initially conducted all urinalyses on the first duty day of the week since that day is typically command maintenance and would not interfere with training.

After about six weeks of building this pattern, we began to throw a few curves with some midweek urinalyses, then went back to the beginning of the week. Over the first six months of implementation, our unit conducted 21 urinalyses over 30 weeks, which resulted in one positive test. The one positive urinalysis was from a specialist with less than 90 days left until his end-term-of-service. He felt that he was on the final stretch and untouchable under the Uniform Code of Military Justice.

Name of inspector		
Name of Soldier inspected		
Location		
Overall condition:	Type of dwelling (apartment, house, government house)	
	Cost of utilities: rent	
	Electricity	
	Cable	
	Telephone	
	Other	
Accuracy of strip map		
Problems with landlord/neighbors		
Soldier comments		
Leader comments		

Table 2. Example home-inspection sheet.

Equally important as catching drug users is the method of and speed in how their punishment is administered. This Soldier was reduced to private (E-1) and served a 45/45 sentence before being chaptered out of the Army under Article 14-12c (pattern of misconduct). It sent a clear message throughout the ranks to be disciplined Soldiers on and off duty until officially discharged.

Supply discipline. Another important aspect of discipline is supply discipline. According to AR 735-5, we are all accountable for the property we use at one of the five levels of responsibility, but none is more important than command responsibility. As the commander, it is imperative to set a clear black-and-white tone to property accountability or you will be paying out-of-pocket at your change of command. Incoming commanders must be firm on the standards they set for missing property or shortages.

Once a commander signs for the property, it's imperative to maintain the same tone on all sensitive-item inventories and cyclic inventories, and demand the same from all sub-hand-receipt holders. Achieve this by conducting initial counseling with all sub-hand-receipt holders upon taking command, clearly explaining your standards of property accountability and consequences of failure. The commander must not only scrub his property book, sensitive items and cyclic inventory each month, but he must also spot check his sub-hand-receipt holders to ensure that they are maintaining proper shortage annexes and that they too are sub-hand-receipting property to end users as necessary.

Connecting with families. The final piece to the discipline LoE is the ability of a commander to connect with families. Quite simply, if spouses and family mem-

bers aren't happy, the Soldiers' work performance will suffer. Parents and spouses should receive a letter from the commander and first sergeant where they make first contact. Also, the unit should obtain electronic-mail addresses from parents, spouses or both, and forward them to the unit's family-readiness-group leader.

The commander develops a monthly FRG newsletter to inform families of the great things their Soldiers have done that month. The newsletter highlights achievements (Warrior Leader's Course graduates, Air Assault School graduates, the birth of children) and provides an easy-to-use calendar family members can place in a convenient location. The calendar provides details like the training schedule Soldiers have access to at work. It serves as a quick reference for the parent or spouse to know when their Soldier will be in the field training – especially overnight or on extended training events – and days of no scheduled activities. The family can have stability and predictability in their life and plan their personal activities around a busy predeployment schedule.

The final piece to connecting with families is developing a strong FRG, where spouses actively participate in FRG meetings and other social events. This fosters bonds among spouses, which they will lean upon during deployments to Joint Readiness Training Center and overseas contingency operations.

Administrative actions

The final LoE is performing administrative actions. It's vital and directly supports the training and discipline LoEs.

When all administrative and personnel actions are accomplished on time and to

standard, this allows Soldiers to focus on training. It gives them peace of mind their chain of command is working to ensure their well-being and supports the discipline LoE when punitive or corrective actions are certain, swift and firm.

Four main areas of focus within the administrative action LoE are:

- Timely actions at the troop level;
- Constant communication with the S-1 shop;
- Rewarding excellence; and
- Re-enlistment.

Timely actions. Whether dealing with awards, NCO evaluation reports or UCMJ, all administrative actions start at the troop level. All awards have standard timelines attached to them: Meritorious Service Medals take 120 days to process through division; Army Commendation Medals take 60 days to process through brigade; and Army Achievement Medals take 30 days to process through battalion.

It's imperative a unit understands these timelines and doesn't deviate from them – otherwise Soldiers will potentially be reassigned or ETS without their award in hand, which is an injustice to the Soldiers. Timely submission of these awards may require leaders to start writing an award four to six months before an ETS/PCS occurs to ensure proper levels of review are done on the award and submission of a final version meets prescribed timelines.

Initiation of NCOERs and UCMJ are at the platoon level. The troop first sergeant should provide an NCO professional-development session to his platoon sergeants on how to properly fill out these documents and explain the standard he expects from his platoon sergeants before they submit the product to him. Part of these standards includes what the first sergeant expects in NCO counseling packets and counseling frequency. Army regulations require counseling for NCOs at least every 90 days. However, if a troop first sergeant wants a greater frequency of counseling to increase communication between leaders and subordinates, the platoon sergeants must be aware of that standard to meet it.

The first sergeant must also make these standards known to the commander so he can dedicate time on the training calendar to NCO counseling or other administrative actions.

By standardizing this whole process, the first sergeant ensures receipt of timely and accurate products from his subordinate NCOs. It also ensures he only has to make minimal changes or corrections prior to sending products to the troop commander for review and signature. Success of the mission is ensured when the first sergeant reviews administrative actions in a

timely manner and a common standard of quality is understood. The first sergeant ensures he is providing the battalion S-1 shop with everything they need on time.

Communications with S-1. The unit first sergeant and orderly room must have daily communication with the battalion S-1 shop to track the status of actions and meet suspense dates. Positive daily communication ensures both parties maintain accountability. It's imperative that the unit maintains both digital and hard copies of all documents submitted to battalion – documents often become misplaced while processing actions for more than 800 Soldiers.

It's also vital that a unit maintains a Department of the Army Form 200 for all documents delivered to the battalion S-1 shop because documents are often misplaced or not processed. If you don't have a document trail showing when your unit turned in that respective administrative action, you'll be at fault for missing a deadline, not the battalion S-1.

Rewarding excellence. It's imperative that a unit recognizes excellence when it appears within the ranks. Soldiers work hard every day, and when an individual's actions far exceed the expectations the unit sets for him, that achievement must be recognized in the form of an award. Equally important as rewarding excellence is the timeliness of that action. If a Soldier receives an award in the mail after he has already PCSed/ETSed, it's an injustice to him and sends a clear message that individual performance doesn't really matter.

Instead, when a unit receives an award back in a timely manner and can present the award to the Soldier in front of his peers, superiors and subordinates, it's a humbling moment for that individual. If the Soldier has a spouse or family members who can attend the award presentation, that makes an even larger lasting impression for that individual and his family. It's important to bring spouses and family members forward to recognize their hard work and sacrifice alongside their Soldier. This sends an important message to all that the unit not only values individual contributions but also that of families.

Re-enlistment. Family members have an enormous amount of influence on a Soldier; to not leverage their input on a Soldier as he is considering re-enlistment is a mistake. A phone call to parents or spouses asking them what they think about their son/husband staying in the Army and explaining some options to them can have a tremendous impact on the decision the Soldier makes.

Unit leaders need to not only engage the Soldier and his family on re-enlistment but also encourage them to try a new military-occupation specialty or duty station if appropriate. If a Soldier doesn't meet your unit's standards, work with him to find a different MOS. It's important that leaders scrutinize officer-record briefs to keep them updated and identify Soldiers with low general-technical scores so they have an appropriate amount of time to try to raise them before their window for re-enlistment opens.

If leaders work hard for their Soldiers, they will in turn work hard for their leaders. Also, family members can play an integral part in a Soldier's discipline. Leaders can leverage the influence of parents or spouses when the Soldier displays the behavior of ill discipline or misconduct. A conference call with the Soldier, his chain of command and, say, the 19-year old Soldier's mother on the other line may have more influence than any corrective action his NCO could enact.

By conceptualizing garrison operations in terms of LoEs – like in combat – and applying persistent pressure across all LoEs, leaders of the current generation will be successful in developing trained, fit and disciplined units. By developing proper METL crosswalks for each training event; empowering subordinate leaders; and gaining the appropriate level of resources, this current force can maintain its combat-sharpened edge. By enforcing standards of living (on and off post); conducting regular random drug testing; holding personnel accountable for all property; and developing a robust FRG, units will transform into a highly disciplined organization. By conducting administrative and personnel actions in a timely manner and to standard, Soldiers will understand their leadership has their best interest in mind and will be willing to work hard for their leaders.



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ACRONYM QUICK-SCAN

AR – Army regulation
ATN – Army Training Network
BCT – brigade combat team
CATS – Combined Army Training Strategy
ETS – end-term-of-service
FM – field manual
FRG – family-readiness group
IED – improvised explosive device
LoE – line of effort
METL – Mission-Essential Task List
MOS – military-occupation specialty
NCO – noncommissioned officer
NCOER – noncommissioned officer evaluation report
OPORD – operation order
PCS – permanent change of station
PL – platoon leader
PT – physical training
TSC – training-support center
UCMJ – Uniform Code of Military Justice
XO – executive officer
PT – physical training
TSC – training-support center
UCMJ – Uniform Code of Military Justice
XO – executive officer

Operation Homestead: Transitioning the Mission in Iraq from Department of Defense to Department of State

by LTC Barry E. Daniels Jr. and CPT James R. Vance

U.S. military forces in Iraq began the handover of bases and missions in October 2011 to the Office of Security Cooperation-Iraq, an organization reporting to the U.S. Department of State embassy in Baghdad, the largest U.S. embassy anywhere in the world.

The 1st Battalion, 5th Cavalry Regiment, while simultaneously executing its role in the largest military withdrawal effort in decades, successfully conducted the transition of the first U.S. contingency operating base to OSC-I. The battalion was assisted by U.S. Division-North and 2nd Advise and Assist Brigade of 1st Cavalry Division, which had turned over the U.S. mission in Tikrit, Iraq, at COB Speicher to OSC-I Tikrit.

These transitions from Department of Defense forces to other U.S. agencies are likely to occur again in Afghanistan and perhaps elsewhere in the near future – so our lessons-learned and perspective could be of assistance to company- and battalion-level leaders facing this challenge.

While initially tasked to provide a small force of combat Soldiers for the force protection of OSC-I Tikrit trainers, we determined quickly that if the transition were to be successful, we had to create a true partnership with OSC-I to form one team of U.S. government agencies committed to achieving the goals of the post-Operation New Dawn U.S. mission. We assisted OSC-I in reaching operational

capability by partnering with OSC-I staff along several dimensions. This required an effort that extended far beyond simply “guys with guns.” The 1-5 Cavalry assisted OSC-I with security, battle-tracking, medical planning, contractor support and building relationships with key Iraqi Security Force leaders before we were relieved of the mission by U.S. Forces -Iraq, to which we reported as a strategic-reserve element.

Situation

COB Speicher is located just north of Tikrit in the Salah ah Din province. The post hosts the Iraqi Air Force academy as well as initial pilot, air-traffic control and aircraft-maintenance training.

Until the end of October 2011, the post also served as headquarters for USD-N, a garrison command, an air adviser team, two stability transition teams, several support units and a combined-arms battalion.

Prior to DoD departure, IAF training and operations occurred within the 16-mile perimeter of the combined U.S.-Iraqi installation. With the departure of U.S. forces, securing the entire post perimeter was no longer practical. Therefore, OSC-I planned to transition the outer perimeter of COB Speicher to ISF and began construction of a smaller compound within the Iraqi base. This inner perimeter was referred to as the Green Zone and was secured by U.S.-contracted security. This

area, with a five-mile perimeter, initially housed and supported 1,400 trainers, security contractors and administrative-support personnel. All these activities would be managed and overseen by eight OSC-I staff.

Security-assistance teams, composed of contracted civilian trainers, completed the most important component of the mission. SATs trained and oversaw the IAF's initial and subsequent upgraded pilot training. To accomplish this task, SATs needed to be escorted from the Green Zone to an area between the inner perimeter and outer perimeter guarded by ISF, referred to as the Amber Zone. Security-escort teams, who were contracted security personnel, would secure the SATs during their training and provide security of all movements out of the Green Zone. The SETs had arrived but were not operational because their weapons were “frustrated” with the Iraqi Ministry of Interior in Baghdad.

Operation Homestead

Ninety-six hours before our scheduled departure, our battalion received its initial warning order to leave 50 Soldiers on COB Speicher to augment OSC-I security. The battalion staff began analyzing and planning for this contingency. The USF-I deputy commanding general would make the final decision, but 1-5 Cavalry had to begin planning and necessary movement immediately. The battalion



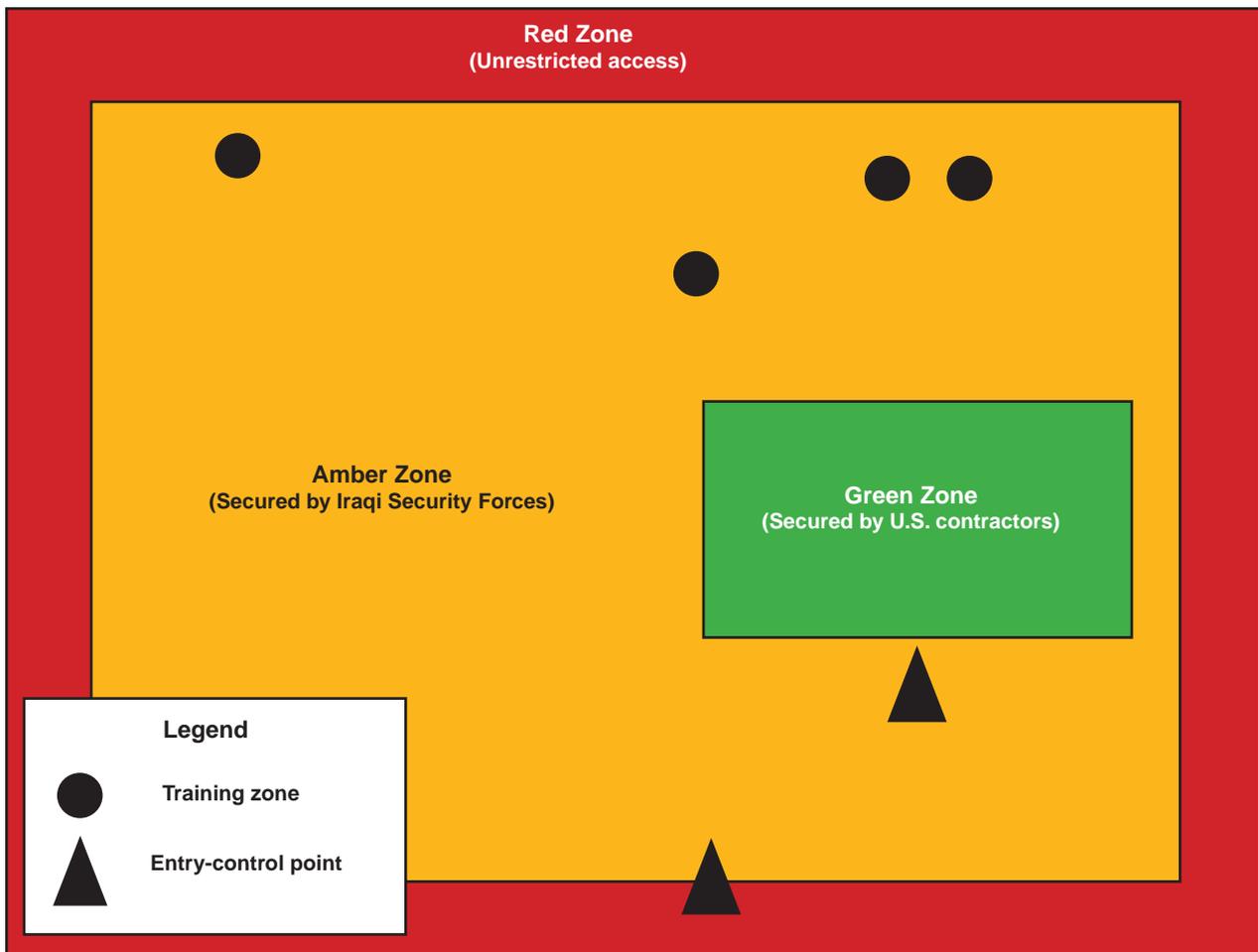


Figure 1. Depiction of zones.

commander was concerned about leaving 50 Soldiers without an organic headquarters behind in Iraq while the rest of the battalion moved into Kuwait. Based on the battalion commander's concerns and the staff's recommendations, the battalion requested to leave an entire company team augmented with elements of the forward-support company and specific elements of the battalion tactical command post. In all, the battalion recommended that USD-N and USF-I leave 100 soldiers behind at COB Speicher.

The battalion and selected company – Company A, 1-5 Cavalry – began preparing for two contingencies. First, as initially planned, the company and TAC would move by ground to Kuwait if the decision was made that they were not needed at COB Speicher. Second, if USF-I decided that a bridging force was needed until OSC-I was operationally capable, the forces remaining would break their vehicles down and prepare all but the most essential equipment for shipment out ahead of the battalion main body's departure. The aim of Option 2 was to keep the 100-soldier stay-behind element transportable by rotary wing and with less than six aircraft pallets of equipment and baggage.

Forty-eight hours before the planned departure, OSC-I still had not received authorization for the SETs' weapons from the Iraqi memorandum of instruction. Thus, USF-I ordered Option 2, and the battalion worked into the night reconfiguring serials and preparing vehicles and equipment for shipment.

The following morning, the TAC and A/1-5 began preparing to execute this contingency mission. The TAC met with OSC-I personnel, and the A/1-5 commander met with the security-contractor supervisor. At both levels, we began assessing the specific problem set and developing a way forward. We chose to co-locate our TAC and company command post within the OSC-I headquarters.

Twenty-four hours before our battalion's departure, the outer-perimeter security would transition from U.S. forces to the Iraqi army. This transition was complicated by the fact that the IAF ran and owned the base and entry-control point, but the actual perimeter would be secured by an Iraqi army battalion brought in from elsewhere in the province.

Our battalion's STT chief took on this challenge and personally worked to ensure occupation of the outer perimeter

and then to ease friction between the Iraqi army ground force and IAF base commanders. Maintenance of the perimeter was vital, as it prevented looting and destruction of IAF equipment and infrastructure that had reportedly occurred on other installations at U.S. forces' departure. Also, it created the Amber Zone contractually required for the SATs to continue their work training and advising the IAF.

We task-organized the company. One platoon served as the quick-reaction force and security escort from the inner perimeter to the Iraqi ECP. Another platoon executed security escort of blackwater trucks from the Green Zone to a blackwater pond seven times daily. Another platoon escorted and secured the SAT of instructor pilots, aircraft maintainers and air-traffic-control advisers from the Green Zone to three locations within the Amber Zone. Our company headquarters manned our company CP, where we battle-tracked unit movements and personnel locations. Our maintenance Soldiers worked to make and keep the fleet of OSC-I unarmored sport utility vehicles operational.

As most of our battalion departed COB Speicher for Kuwait, the security contrac-

tor raised new concerns over the acceptability of UASs. As we discovered, the contract between the U.S. government and security contractor had specific requirements for the vehicles the government was contracted to provide. There were some obvious requirements like serviceable ballistic armor, but some requirements were a bit of a surprise. For example, the vehicles had to be a 2007 or newer model and had to be diesel-powered.

Word that the security contractors were refusing the vehicles spread to the SATs, culminating in their refusal to depart the Green Zone, thus stopping all training for IAF pilots. This uneasiness on the SATs' part peaked the day before the departure of our battalion, along with all our vehicles and equipment. It could have delayed training considerably, but the 1-5 commander, A/1-5 commander and OSC-I officer in charge briefed the SATs on the concept for security the following day. The SATs found this concept agreeable, and we began our first set of security-escort missions the next day.

During the next several days, 1-5 Cavalry secured the SATs, escorted basic life-support personnel and manned the QRF. At battalion level, the TAC continued to work with OSC-I to build capacity with mission-command systems, introducing OSC-I personnel to a few key local Iraqi leaders and arbitrating between the Iraqi army and IAF to preserve the Amber Zone.

After seven days of executing this mission set, the security contractors' weapons and weapons cards arrived. The only point of contention remaining was the UASs' acceptability. During this time, the U.S. government's contracting agency at Rock Island, IL, negotiated with the security contracting firm's corporate office in London and worked toward resolution. Concessions were ultimately made on both sides.

The only questionable issue remaining was the UASs' mechanical state. The entire fleet was in fair condition upon receipt at COB Speicher and, without a maintenance contract in place to fix issues like brakes that needed adjustments and doors that would not open, we reached another impasse. To fill this gap, our company's combat-recovery team mechanics went to work making repairs and controlled substitutions, bringing 11 UASs to mission-capable status. Together with the five UASs the contractors initially accepted, they could now assume their role as SETs.

With the final hurdle behind us, we began a deliberate relief in place. At the company level we transitioned our equipment as well as the standard operating procedures and tactics, techniques and procedures



Soldiers from HHC- 1-5 CAV stage vehicles prior to departure from COB Speicher, Iraq for Kuwait. (Photo by 1-5 CAV PAO)

we had developed over the 10-day period. The company headquarters and battalion TAC continued to coach OSC-I operations-center personnel.

We conducted one day of operations where we led with their key leaders riding along in our patrols. Then we conducted one day with them in the lead and our key leaders riding along. On the third and final day, we remained in tactical overwatch from the operations center for a full day before beginning preparation for movement. Each night we conducted nightly after-action reviews with OSC-I and the security contractors, addressing shortfalls like training on some of the communications equipment we transferred to OSC-I.

With the mission complete, we closed out our living areas and CPs, boarded two sets of CH-47s, and flew to Baghdad and eventually to Kuwait, where we rejoined our battalion main body.

TAC's role

After our initial analysis, it became apparent that this mission would grow beyond "guys with guns." The battalion staff conducted detailed mission analysis to best determine in what other areas or efforts OSC-I may need assistance. We decided it would be best for the company commander to focus solely on securing the various contractors on COB Speicher. We decided to develop a task-organized TAC, complete with the battalion com-

mander and a STT commander. This approach provided much needed organizational capacity as the problem set evolved.

The TAC interfaced directly with OSC-I headquarters, relieving the company of reporting requirements and direct interaction with OSC-I, allowing the unit to focus solely on the security mission. The TAC also assisted OSC-I with the development of mission-command systems and SOPs. For example, TAC personnel trained the OSC-I base-defense operations-cell personnel on patrol-tracking and battle drills. Also, we decided to include the battalion's physician assistant in the TAC to assist in developing the OSC-I medical-evacuation SOP and mass-casualty plan.

OSC-I required this assistance from 1-5 Cavalry because they were manned for an enduring mission and not properly staffed with the additional personnel it would take to make the site operational. Eight staff members essentially replaced a garrison headquarters with its administrative, life-support and base-defense functions. They also replaced a maneuver-battalion headquarters with two attached STTs that operated in the area and maintained key relationships. The enormous daily requirements of simply operating the OSC-I footprint for 1,400 personnel overwhelmed the OSC-I staff and prevented the development and implementation of enduring solutions. They were, in essence, stuck in the close fight and could not focus on the mid- to deep fight.

Two significant shortcomings hamstrung the OSC-I team's efforts from inception. First, the entire OSC-I team was not assembled in time to develop cohesion prior to the COB Speicher transition. In fact, the entire team was not in place until after 1-5 Cavalry had left for Kuwait. Obviously, having this team in place well in advance of the transition, perhaps even allowing them to go through initial training together, would have helped immensely. As it was, they were trying to build a team while "in contact."

Secondly, the OSC-I staff had no U.S. Army personnel. While this would not be an enduring requirement, inclusion of Army staff during the period leading up to and through the transition would have greatly facilitated the relief of 1-5 Cavalry. The few team members on hand were either U.S. Air Force officers or civilian contractors. Consequently, communication was difficult, as we often did not know the right questions to ask of each other, let alone the answers to those questions.

Deliberate transition

Having lived and operated from COB Speicher for the previous six months, it would have been easy to understate how different the new mission and operating environment would be with the departure of all other maneuver forces. To limit potential oversights, we conducted a whiteboard session at the company level to discuss the ways our mission and the operating environment had changed, as well as how our different set of vehicles and equipment would affect the way forward.

From a mission perspective, our role changed from a full-spectrum force to one narrowly focused on the security of the SATs and immediate security threats to the Green Zone. For six months, the company team conducted platoon-sized operations in and around Tikrit. The operations allowed Soldiers to close in on and destroy threats with precision and good judgment. There were no areas we felt we could not quickly dominate.

In contrast, our new mission set was to secure the SATs and nothing more. No further action to gain ground, or to protect property or other personnel, could jeopardize the SATs' security. Given the limitation of our new vehicle platforms and almost non-existence of enablers, we needed to rework our battle drills to ensure we did not overcommit our forces and jeopardize the safety of those in our charge.

While the platoons worked to develop SOPs and TTPs to fight, survive and recover from the turret-less UAS, the com-

pany and TAC worked to develop criteria for our eventual release to Kuwait.

We realized we needed to define the exact composition of a patrol to accomplish the mission in this new operating environment. This gave us a way to communicate capacity to OSC-I and served as a control measure to ensure each element outside the Green Zone had an acceptable baseline of capability. We settled on eight personnel with two UASs. We required each patrol to have redundant communications, a mix of squad organic weapons and a minimum medical and recovery capability.

Then we defined some organizational conditions that had to be in place before a patrol departed the Green Zone. First, we dedicated a 15-man, three-UAS QRF with a 10-minute response requirement. We established a redundant communications network using OSC-I's very-high-frequency radios, backed up with our tactical line-of-sight and satellite-based communications. For emergencies, we outfitted each patrol with red-star clusters and briefed the tower guards on this emergency signal.

To battle-track our forces, we reverted to analog means and developed overlays complete with routes and checkpoints that

each patrol reported while in the Amber Zone.

Finally, we developed a set of return-to-base criteria, including contingencies like the QRF's committal, contact in the Amber Zone, loss of communications and others.

Key relationships

The relationships we built with key OSC-I and contractor leads allowed candid discussion of issues and mediation between parties critical to getting the site operational. As in most instances, the relationships we build and maintain can be instrumental to our success. This is particularly true where one organization has no formal authority over another. Once leaders acknowledged the importance of relationships, the next step was to determine which relationships to focus effort, time and resources on. The key personnel we identified were OSC-I's contracting-officer representative, the security-contractor lead and the force-protection officer.

The COR's importance cannot be overstated. With the sheer number of contracts a mission like this requires, it is important that a unit gauges the person's level



SGT Orlando Candelaria converses with a SET prior to a mission brief on COB Speicher, Iraq. (Photo by 1-5 Cav PAO)

of involvement and provides assistance if needed. Developing a relationship with the COR to allow candid discussion is key. If this person is a new COR, it is important to impress upon them how powerful intimate familiarity of the contracts can be. We needed the COR to know all the details of the contracts.

If the COR conducts a detailed review of his contracts, he can identify shortfalls and make early moves to amend reducing or preventing negative mission impact. In our case, the COR was overwhelmed with his other duties and thereby had limited understanding of the scores of contracts he oversaw. This misunderstanding created delays, obstacles and induced false assumptions. The details of the security contract requiring OSC-I to provide UASs to the security contractor with specific capabilities were unknown until identified by the SETs themselves. Had the COR known the vehicle fleet did not meet the specifics of the contracts, he could have worked a remedy and avoided a delay of the mission.

The force-protection officer also served a broader role encompassing the duties of an operations officer. This person worked the day-to-day requirements of our patrols and eventually the patrols for the security contractor in accordance with the OSC-I OIC's priorities. This person was also integral to the installation of all the force-protection enablers at the ECPs and on and around the perimeter.

Another key personality was the security-contractor lead. Our security-contract lead was a retired British army captain working his first private-security contract job. We found him to be knowledgeable and professional. He had the most experience with security issues within the OSC-I organization and had more than 300 personnel under his supervision. This person was ultimately with whom company headquarters coordinated most closely and eventually conducted its RIP. Developing a relationship allowed for candid conversation to determine points of friction between the security contractor and OSC-I. With this relationship established, we were also able to provide assessments of the security contractor's scheme of maneuver to secure the SATs and contingency plans in both the Green and Amber Zone.

Through this relationship and candor, we developed an understanding of contractor issues like their unwillingness to accept the UAS as delivered. We initially thought they were just being picky until they explained how the types of vehicles were also specified in the insurance policy that protected their firm. Unlike the U.S. government, security contractors are not pro-

ected under sovereign domain and can be sued by their employees or protectees for negligence.

Key lessons-learned

The transition from U.S. military forces to OSC-I and DoS was ultimately successful. However, as a result of this challenging non-standard mission, many lessons-learned emerged that could assist similar transitions in the future.

Some of these lessons are:

Focus on what needs to be done as part of the transition and then task-organize accordingly. Any battalion tasked to conduct or support a transition of this kind should be prepared to conduct detailed mission analysis to determine exact requirements for success. Only then can the commander decide which capabilities he will require. The inclusion of a TAC in an operation such as this builds more capacity and enables security elements to focus solely on their task at hand.

An important part of the transition is learning about partner organizations. Units need to be prepared to educate the relieving agency on Army systems and methodologies to help them ask the right questions of the right people. This is a two-way street. The military unit should also spend some time learning how the non-DoD agency is organized. Some mentoring may be required to help the agency design and manage systems as the organization forms and undergoes the daunting tasks of establishing SOPs. Military planners must understand there will be no one-for-one personnel RIP with a non-DoD agency and thus the RIP will not follow traditional models. Instead, the planners should focus on the endstate of what a person or system does and attempt to best determine how it will apply to the new agency.

Be deliberate in assistance to reduce the disruption upon eventual departure. We deliberately decided to assist OSC-I Tikrit with one-time tasks as opposed to enduring tasks. We choose to assume and complete one-time tasks like cataloguing and consolidating the vast non-tactical vehicle fleet they inherited in an effort to allow them to focus on developing their long-term systems. This got them out of the knife fight. In the short term, it would have been easier for us to have kept our mine-resistant, ambush-protected vehicles and used our systems and equipment. However, it would have made the eventual transition for OSC-I more difficult. In our case, we went to painstaking lengths to use as much of OSC-I's equipment and as many of their systems as possible. This proved beneficial to their

organization's enduring success, as it proved their equipment and exercised their systems. This provided an opportunity for unbiased feedback and joint problem-solving as needed. An example of this was our identification of their lack of redundant communications. To remedy this issue, we transferred several line-of-sight and satellite-based systems to OSC-I, and provided training to OSC-I and the security contractors.

Deliberately forecast and constantly reassess the changing mission and operating environment before, during and after the transition. A unit preparing for this type of mission needs to conduct its own assessment of the mission and operating environment, and validate their systems, SOPs and redlines. Determining and projecting these changes allows the unit to be proactive and agile.

Identify the key personnel within the other organization. With the key role the COR plays in the mission's success, it is important a competent person is assigned and ideally dedicated to this task. This should be one of the first people brought onto a team and brought forward to the site well in advance of the transition. A unit should do as much as possible to enable this person's success and allow them to focus on their job.

Build and maintain relationships with key personnel. We learned most of the contracts had explicit and implicit freedom of maneuver built in for both parties. For example, the security contractor agreed to escort blackwater trucks in lieu of one SAT, though not contracted to perform this function. Since this task did not require more manpower and was no more risky than their contracted mission, they were able to meet this request. The willingness of the contract lead and COR to make use of this freedom of maneuver is directly correlated to the strength of the relationship.

Conclusion

Nearly two weeks after the mission began, 1-5 Cavalry had conducted more than 100 security-escort patrols into the newly designated Amber Zone and had successfully assisted OSC-I Tikrit to achieve an initial operational capability by helping develop several systems, conducting a deliberate transition to a non-traditional mission and building relationships with OSC-I staff, contractors and Iraqis alike. The original mission's scope was to simply provide "guys with guns" who would secure the OSC-I trainers as they conducted their mission in the Amber Zone. However, it became clear – even before the departure of USD-N headquarters – that an

element of battalion-level leadership, in the form of a TAC specifically designed to provide certain capabilities, would be required to complete the transition. In the end, we assisted OSC-I with tactical patrol planning and tracking, medical evacuation and treatment planning, contractor support, key Iraqi leader engagements and even intelligence collection.

While this transition was ultimately successful, it came at a cost in organizational energy, manpower commitment and money. By applying these lessons-learned, our hope is that tactical-level units that must transition a mission to a non-DoD agency will be better prepared to be successful. If the “whole of government” approach is one to which the United States will truly subscribe, we must improve our interagency cooperation at the national-agency level. Until then, the people on the ground from all agencies must solve any

challenges that arise in an effort to accomplish our national goals.



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ACRONYM QUICK-SCAN

COB – contingency operating base	OIC – officer in charge	TAC – tactical command post
COR – contracting-officer representative	OSC-I – Office of Security Cooperation-Iraq	TTP – tactics, techniques and procedures
CP – control point	QRF – quick-reaction force	UAS – unarmored sport utility vehicle
DoD – Department of Defense	RIP – relief in place	USD-N – U.S. Division-North
DoS – Department of State	SAT – security-assistance team	USF-I – U.S. Forces-Iraq
ECP – entry-control point	SET – security-escort team	XO – executive officer
IAF – Iraqi Air Force	SOP – standard operating procedure	
ISF – Iraqi Security Forces	STT – stability transition team	

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The M3 Medium Tank: the Stopgap Tank

by LTC Scott K. Fowler

Needs and gaps in the Army today are identified through the capabilities-based assessment overview. This assessment identifies gaps between capabilities and needs, and recommends non-material or material approaches to address gaps. A CBA may be based on an approved Joint concept; a concept of operations endorsed by the Joint Requirement Oversight Council, a combatant command, service or defense agency; the results of a Senior Warfighter's Forum; or an identified operational need. The CBA becomes the basis for validating capability needs and results in the potential development of new or improved capabilities."¹

In 1939, it was not this complex. The Army's needs and gaps determined tank development, although in the beginning the Army was not sure what sort of tank it needed. Knowing exactly what to build and what the precise gaps were was not the science it is today.

However, the tank that did come about for the fledgling armored force, the M3 medium tank, served its purpose during a trying and unknown future for the Armor Corps.

Interwar years (1919-1939)

During the interwar years, there was a process for tank development. It involved the Infantry Branch as well as the Ordnance Branch (Figure 1). "Throughout the 1930s, the War Department General Staff continued to offer minimal guidance for tank development. It failed to integrate the separate efforts of infantry tank units and 7th Cavalry Brigade (Mechanized) into a broader Army vision," said Armor historian Dr. Robert Cameron in his book *The Nature of Armor Combat Development 1917-1945, Part I Who's in Charge*.



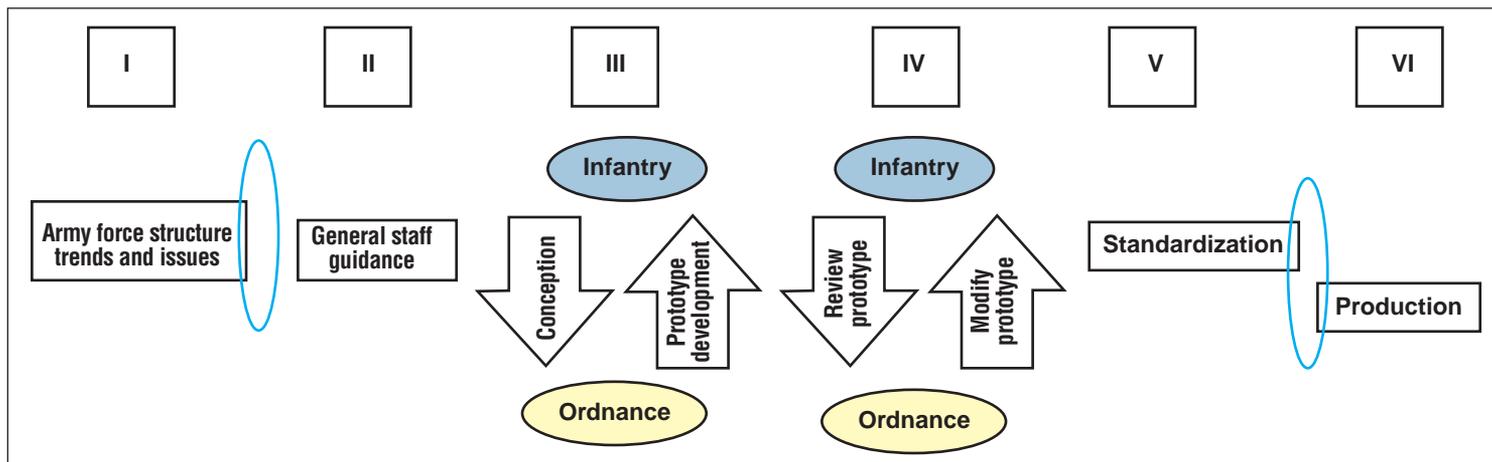


Figure 1. Interwar tank development - design to production.

“It issued no clear mechanized policy, even though the need for one had become critical by the decade’s end. In the absence of central guidance, the initiative for tank design and development remained fragmented among the infantry, cavalry and Ordnance Department.”²

“It is no exaggeration to say that, before 1940, tank procurement was but a drop in the ordnance bucket,” added Harry C. Thompson and Linda Mayo in the Army’s World War II history series.³

1940-1941

When the German army and its armored force overran France, with its large army and armored force, in six weeks in May 1940, shock waves must have run throughout the U.S. Army. The Army knew it lagged behind France and Germany in tank development since the U.S. War Department had abolished the Tank Corps in 1919. Throughout the 1930s, the armor community fought hard to develop doctrine and tanks to be more like the western European countries and by 1939, had the M2 light tank. However, when Germany invaded Poland in September 1939, the Army possessed no modern medium tanks and only a few light tanks.⁴

MAJ Studler of the Ordnance Department – assigned as the assistant military attaché in London – sent a confidential G-2 report to the United States June 27, 1940, reviewing what they discovered about the German armored force that overran France. In this report, Studler reported about a “36-ton German tank that could reach speeds of 20 mph and how the turret could withstand hits from French 25mm ammunition and British 40mm ammunition. The report also stated that the recent German invasion of France had between 6,000 to 8,000 tanks, and that up to 40 percent of the tanks used were of this 36-ton type.”

This report, and many others like it, had the Army wondering how to counter this threat. Immediately looking at its stock of tanks, it realized it needed a medium tank and preferably one with a larger gun than a 37mm. The Army started “production of bigger tanks on a large scale, and the result was the immortal M3 medium tank, which went from drawing board to battlefield in under two years and played a major part in restoring Allied fortunes when at their lowest ebb in the Western Desert fighting.”⁵

The Army created a separate armored force July 10, 1940, ending the infantry’s 20-year control of tank doctrine and formally recognizing the fast-growing importance of tanks in warfare.⁶

The fledgling Armor Corps then had to design a tank larger than the existing M2 with its small 37mm main gun.

The federal government asked the automaker Chrysler to develop a plant that could produce tanks. Chrysler’s tank arsenal could produce 10 medium tanks a day at a cost per tank (minus guns) of \$30,000.⁷

What would the new medium tanks look like and what were the requirements? “The armored force and Ordnance Department collaborated in rushing through plans for a new tank, salvaging what they could from the existing M2A1 model and profiting from the British battle experience,” said Thompson and Mayo. “For the first time, a turret basket, power operation of turret and a gyrostabilizer were applied to an American tank.”⁸

The medium tank needed a 75mm gun due to reports coming out of France that Germany was using the same millimeter guns on some of their tanks. Watervliet Arsenal did the work, basing the gun’s design on the famous French 75mm gun, adopted as a standard field gun by the U.S. Army in 1918.⁹

The M3 medium tank’s final design work was completed in March 1941, and pilot models were produced less than three weeks later in April 1941.

Developed simultaneously as the tank, the 75mm gun had a barrel 84 inches long and a muzzle velocity of 1,860 feet per second. A later improved model had a longer 110-inch barrel and increased muzzle velocity of 2,300 fps.¹⁰

M3 at war

Deliveries of the British version of the M3, called the Grant, were rushed to North Africa early in 1942, where they were first in action at the Battle of Gazala in May 1942. The Grant’s appearance at this time had a profound effect on Britain’s fortunes in desert fighting. For the first time, the British tank forces had an accurate high-velocity gun of a caliber powerful enough to match the best German guns and, at the same time, able to give indirect fire with high explosive.

However, the M3 had a short life for the U.S. and British armies in the European theater of operations, as by July 1942 production of the M4 Sherman was in full swing. As rapidly as possible, plants building M3s switched over to M4s, and the last M3s left the production lines in December 1942. The M3s saw little actual combat service with the U.S. Army, although some were used in the Operation Torch landings in November 1942. U.S. armored divisions in Britain also widely used M3s, though they had been replaced by Shermans for the Normandy landings.¹¹

The M3's swan song in the ETO was at the battle for Kasserine Pass, Tunisia. The 1st Armored Division fielded 202 M4 and M3 medium tanks, and 92 M3 and M5 light tanks¹² as the relatively inexperienced American division went toe-to-toe with the experienced German 10th and 21st panzer divisions Feb. 13, 1943. The battle continued for days, with 1st Armored taking large losses of men and material. Rommel eventually captured Kasserine Pass Feb. 20; the Americans lost 183 tanks and the Axis, 34.

Overall, the M3, while providing a lethal 75mm gun and reasonable mechanical reliability, performed marginally.¹⁴

M3s were also sent to the Pacific theater of operations, where they stood a better chance of survival. "Most of the British 8th Army's Grants were sent east in early 1943, going to the Australian army for service in the Southwest Pacific area as a partial replacement to the Matilda tank," said Peter Chamberlain and Chris Ellis in their book *AFV, Part 11 (M3 Medium Tank)*. "One British regiment, the 3rd Carabiniers, was equipped with Grants and Lees in Burma 1944-45, where they spearheaded the advance south, and were in service until the end of the war. The Japanese gave very little armor opposition, however, and the M3 was more than adequate for the job it was tasked to do, mainly to support the infantry. However, by 1945, such ideas like the M3 tanks were absurdly outdated."¹⁵

Some 6,248 M3s were produced for the United States, Britain, Australia, Brazil, Canada, New Zealand and the Soviet Union.

Production ran from August 1941 through December 1942. The arrival of the capable M4 Sherman for the Americans and the Soviet T-34, German Panther and 75mm-armed Panzer IV decreased M3 combat roles substantially, ending this tank type's reign in the war.¹⁶

Conclusion

The M3 medium tank's place in history is as a stopgap; it was outclassed as fast as it was built. The M3 – created from the M2 hull (M2), a 37mm main gun and an infantry-support gun (75mm) of French design – served as an interim tank until the better M4 Sherman came into full production.



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ACRONYM QUICK-SCAN

CBA – capabilities-based assessment

ETO – European theater of operations

FPS – feet per second

KYARNG – Kentucky Army National Guard

Operation Raviv: the 10-Hour War

by CPT Imri Yuran

When the Six-Day War ended in 1967, the Egyptian army established a frontline on the west bank of the Suez Canal. Israeli troops then seized the Sinai Peninsula and established their frontline on the east bank.

Egypt was determined to regain Sinai, and that is the *casus belli* of the War of Attrition. The enemies on either side of the canal attrited each other for 3½ half years (until Sept. 29, 1970). The War of Attrition was battle position, causing a bloody and long war, mainly caricaturized by artillery attacks and local raids. The Egyptians had great superiority in manpower and artillery.¹

The decision to execute Operation Raviv, a combined-arms raid by the Israeli Defense Forces on Egypt's Red Sea coast, derived from the Israeli forces' will to expand the frontline in the Suez Canal and steer the Egyptian forces away. They wanted to emphasize the IDF's advantage over the enemy and cause Egypt to feel insecure in its defense line.

Operation Raviv, the sole major ground offensive the IDF undertook against Egypt throughout the War of Attrition, was a good momentum-change operation. The operation planned to cross the Suez Canal undetected and operate armor raids deep into the Sinai Peninsula. Behind enemy lines, the operation also intended to destroy the Russian radar, which posed a threat to Israeli air operations in the battle zone.

The spark to this operation first came from a young major by the name of Raviv (the reconnaissance company commander of 7th Armor Brigade). However, the actual plan was conducted by MG Abraham Adan (the armor-forces commander) and ADM Abraham Botzer (Israeli navy commander). Then-LTC Baroch "Pinko" Harel headed the task force to the operation.²

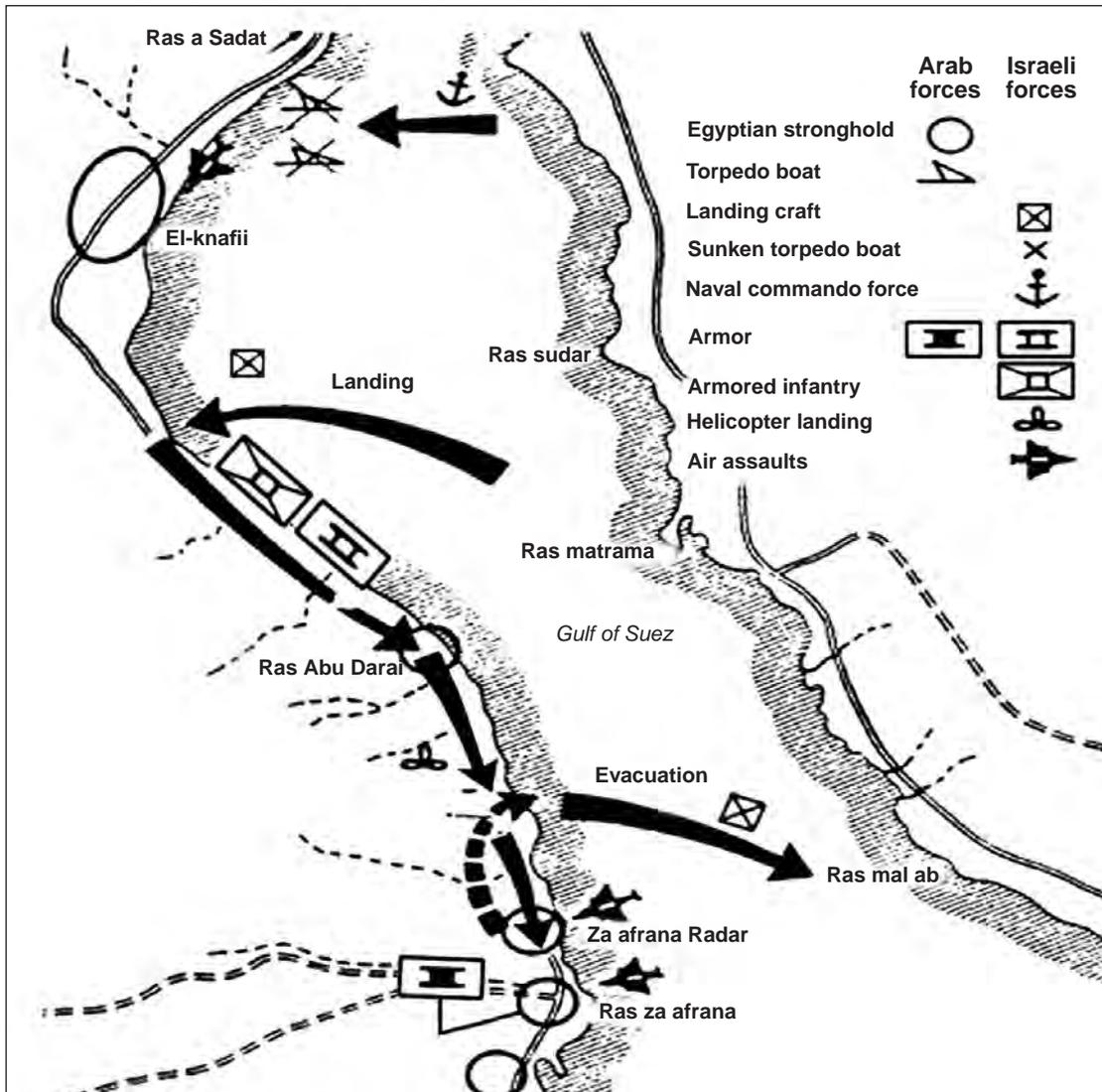


Figure 1. Israeli forces' actions in raiding Egypt.



Pinko's force ready on the vessel. (Israeli Defense Force archive photo.)

Raviv's idea created a decoy using captured Egyptian tanks and BTR-50 armored personnel carriers from the Six-Day War. Disguised as Egyptian tanks and soldiers, Israeli forces would penetrate enemy lines. The plan allowed movement relatively freely until the Egyptians discovered it was actually an enemy raid.

So the order was given, and six tank crews from the IDF Armor School and three crews of infantry fighters from 7th Armored Brigade's reconnaissance company started training on a warfighting vehicle they didn't know. Training was conducted on beach models for six weeks. Soldiers were forbidden to call their families since the mission objective was top secret.³ Vehicles were painted in an Egyptian-style desert pattern. Soldiers' training focused on fire in movement, embarking on and disembarking from vessels, cooperation with Special Forces on the vehicle (they were augmented with "Sayeeret Matcal," or Arabic-speaking soldiers), and specific intelligence preparation for the operation.

Pinko's force ready

After those six weeks, six Tiran-5 crews, three BTR-50, engineer forces from an airborne unit, one reconnaissance platoon from 7th Brigade's recon company, a Special Forces soldier and one military reporter were ready for the operation.

"Except for the color of their eyes, we knew everything about them," said Harel. "We knew their composition, weapon systems, vehicle amount and the number of camels they had in any position."⁴

The Israelis' two objectives for this operation were:

- Abu Darage camp – the headquarters of the "camel raiders" battalion, which was the shore-security company and a naval radar base.
- Ras Zaafarne camp – the brigade headquarters of an air-defense-artillery unit with new Russian radar and combat ADA unit with surface-to-air missiles.

Pinko's force arrived at Ras Sudar in early September in a night movement to avoid detection. Shayetet 13 naval commandos conducted the first phase of the operation Sept. 7, 1969, when they executed Operation Escort. Eight operators in a pair of Maiale (Pig) manned torpedoes penetrated the other side of the canal and blew up two Egyptian navy P-183 torpedo boats.

This operation served two purposes. First was to minimize the enemy's ability to intercept Israeli landing craft. Second was to draw the Egyptians' attention from the planned landing shore to the north. Despite a successful operation, three operators were killed after one of the Pigs' self-destruct mechanisms accidentally went off as the forces were on their way back to the Israeli side of the canal.⁵

The main operation started the night of Sept. 8-9. Pinko's force, with 100 men, six tanks and three BTR-50s, embarked on the navy vessel and started across the Suez Canal. The movement began only after the Shayetet 13 secured the planned landing point. A couple of Egyptian vehicles passed on the road near the secur-

ing force, but Pinko's force did not fire on them to allow a quiet landing.⁶

Pinko's force, delivered by three landing craft, disembarked at 3:37 a.m. at the secure beachhead. The landing point at El Hafair was 20 kilometers north of the first objective. The landing site was in a very narrow place between the high mountains and the canal water, where the Egyptian patrol road was very close to the water.

After the successful landing, the patrol road was destroyed to prevent reinforcement from the north. Pinko's forces passed the beachhead and turned south toward their first objective.⁷

Way to Ras Zaafarne

The Israeli column moved fast on the road. When the first Egyptian vehicles appeared, Pinko ordered his soldiers not to shoot them because they would block the narrow road to the pass for the rest of the column. He ordered them to wait until they moved to the front of the Egyptian tanks and then shoot them with a tank shell from the last tanks in the column. The force, laden with extra fuel and ammunition, continued to move south. The raiders met no significant resistance because the Egyptian armored-force camp was blocked 40 kilometers north of the landing point.

In the first morning light, the Israeli air force started to support the raiders, and even before the arrival of Pinko's force at Abu Darage, the air force destroyed the radar and surface-to-air missile battery at Ras Zaafarne.

Pinko's force arrived at Abu Darage at 6:12 a.m. and seized the camp in 20 minutes,⁸ assisted by two 130mm guns from their position on the Israeli side of the canal (32 kilometers away). The gun achieved direct hits on the camp buildings, and then the rest of Pinko's forces cleared the camp. "(T)heir task (was) routine observation rather than repelling enemy tanks, especially when they had only small arms and anti-tank guns with a range of no more than 500 yards," said author Lawrence Moores.⁹

This is the only case in history of inter-continental artillery support.¹⁰ (The Suez Canal is the border between Africa and Asia.)

After his forces cleared Abu Darage, Pinko requested logistic support. Helicopters arrived at a predetermined point at 8:30 a.m. with ammunition for the tanks and medically evacuated the only soldier injured in the operation (an intel-

ligence officer that, against Pinko's guidance, got out of his BTR to collect pieces from the destroyed radar. He was shot by an Egyptian fighter but suffered only minor hand injuries.)¹¹

After resupply, Pinko's forces were ready to accomplish his main task in Ras Zaafarne. The raid continued south toward Ras Zaafarne with little enemy resistance, covered by close-air support provided by 109 Squadron's Skyhawks. However, in the first attack on the radar, one Skyhawk was lost; the lead pilot, MAJ Hagai Ronen, was last seen hanging beneath his parachute above the Suez. Until this day, he is still missing in action.

As Pinko's force arrived at Ras Zaafarne, smoke was already rising from the bombarded radar. The enemy soldiers started to run away – some to the mountains, some to the water. Pinko decided that the tanks would create a surrounding ring to block any withdrawal force and destroy it, while entering two small forces in the camp to clear it.

The infantry emplaced dynamite in the radar-system building and blew up the radar left over to complete destruction.

The force withdrew from the camp and reorganized to further movement. According to the plan, the tanks and the BTR would camouflage themselves until nighttime and then link up again with the navy vessels to be shipped back to Israel's side of the canal. However, in a change to the plan, Adan, from the operation room in Ras Sudar, decided that Israeli forces would come back during the

day and as soon as possible. This change was because of two main reasons.¹² First, the Egyptians showed no air threat to the moving force. Second, after 50 kilometers of fight and only a few technical problems in the vehicles, it was tasteless to stay on Egyptian land and risk Israeli forces any more. Pinko received the change in plan in the battalion net and started to move south to the planned embarkation point.

On the IDF's way south, an Egyptian tank and armored-personnel-carrier platoon trying to disturb the Israeli forces was destroyed. At the embarkation point, the tanks established a block-and-cover position while the force waited for the navy vessels.

Aftermath

After 45 kilometers of unhindered movement in nine hours in Egyptian territory, Pinko's forces linked up with the 11th Flotilla. Pinko received final approval to disengage, and from Ras Zaafarne ferried back to Ras Sudar (in the Israeli side of the canal). In the fight's aftermath, the Egyptian army suffered an estimated 100 casualties, including a Soviet general serving as a consultant, 70 vehicles, three BTR, 27 phone poles and two radars. The Israeli force also destroyed seven enemy outposts.¹³ The mission's two objectives were successfully achieved.

The following day, the first reports from the canal arrived at the Egyptian presidential palace in Cairo. The reports from the raid shocked and angered President

Abdel Nasser. He suffered a heart attack Sept. 10.¹⁴ While recovering, 10 days later, Nasser dismissed the Army chief of staff, GEN Ahmad Ismail Ali; the commander of the Egyptian navy, VADM Fouad Abu Zikry; the commander of the Red Sea district and number of other officers.¹⁵



CPT Imri Yuran from Israel is attending the Maneuver Captains Career Course at Fort Benning, GA. When he returns to Israel, he will be assigned as the battalion executive officer for 82nd Battalion, 7th Armor Brigade. In Israel, CPT Yuran served as an Armor officer with 7th Armor Brigade; fought as a platoon leader of Merkava, the IDF's main battle tank, in the Lebanon war of 2006; commanded a company in the West Bank of Lebanon and served as an S-3 in Gaza. The Jerusalem native is a 2008 graduate of the Israeli MCCC.

Notes

¹ **Mahane** (in Hebrew) (equivalent to **Army Times**), 1994, Page 87-89.

² Author's phone interview with BG Baroch "Pinko" Harel.

³ **Mahane**.

⁴ Harel.

⁵ **Mahane**.

⁶ Ibid.

⁷ Moores, Lawrence W., **The Mounted Raid: An Overlooked Deep Operation Capability**, Fort Leavenworth, KS, 1992.

⁸ **Mahane**.

⁹ Moores.

¹⁰ Harel.

¹¹ **Mahane**.

¹² Harel.

¹³ **Mahane**.

¹⁴ Ibid.

¹⁵ Operation Raviv, Wikipedia, http://en.wikipedia.org/wiki/Operation_Raviv.



Israeli equipment disembarks after operation. (IDF archive photo.)

ACRONYM QUICK-SCAN

ADA – air-defense artillery
IDF – Israeli Defense Forces
MCCC – Maneuver Captains Career Course

Institutionalizing Army-profession concepts. In addition to agreeing upon criteria for professional certification, and institutionalizing what it means to be a professional Soldier, Armor leaders must set the standard for professionalism and lead by example, teaching their subordinates by word and deed the three Cs if they expect to see professionalism manifested in Soldiers' and Army civilians' actions.

Certifying Army professionals. The study revealed that many Soldiers do not perceive as meaningful the Army's current professional-certification criteria and the standards of their application, and they are concerned that lack of solid certification allows poor performers and poor leaders to advance. As the Army begins to correct this, certification will assess leader capacity to function effectively in both low- and high-intensity operations. Part of certification will be education and tools that will improve mentoring, coaching and counseling skills that have diminished over the past 10 years.

Investing in leader development for Army 2020. Of course this will occupy the Armor School over the next few years. However, in this category as well (as the PoA study notes), "Soldiers have noted an erosion of certain interpersonal skills, such as coaching, teaching, counseling and mentoring. ... As the Army transitions back to a relatively slower operational tempo, Soldiers are looking for leaders at all levels to relearn those development skills that served us so well in the decades between Vietnam and the current wars." Expect a leader-development "how to" Army techniques publication and some realignment of officer and noncommissioned-officer evaluation reports – and Army civilians' Total Army Personnel Evaluation System – to reflect criteria in the three Cs and the Army's leadership-requirements model (ADP 6-22).

Beyond our specific military expertise, we will have no enduring success in leader and Soldier development unless we emphasize mentorship – beyond technical warrior skills, a mentor teaches how to think adaptably and instills in the student the desire to learn. Whether officer or non-commissioned officer, leaders must be comfortable making decisions without having "perfect" information, including in complex, dynamic and dangerous environments, and they'll base those decisions on not only their own "gut" but on what their mentors have taught them. This obligates Armor leaders to train their Soldiers to be adaptive, professional and disciplined in executing any mission, and to operate independently (back to mission command).

To support this, the Armor School is obligated to develop, educate and inspire Soldiers and leaders to be critical and creative thinkers who can close with and destroy the enemy by fire and maneuver in a hybrid environment as part of a combined-arms team. The Armor School will also need to facilitate development of flexible and lethal armored and reconnaissance formations to prepare the future force, support an Army at war and shape the Maneuver Center of Excellence. This means that Armor leaders also need perspectives not limited to purely Armor and Army endeavors, but they also need enhanced critical thinking and innovative solutions that include other mission partners.

Honorable service

Honorable service reflects an institutional ethic grounded in the nation's values and the Army's duty to the nation. It is stated in the Armor School imperative "continuous display of the highest morals, discipline and ethics." Honorable service upholds the Army's ethic, captured in this quote from the PoA study: "[T]he Army profession exists not for itself but for the noble and honorable purpose of preserving peace, supporting and defending the Constitution and protecting the American people and way of life. The Army is called to perform that duty virtuously, with integrity and respect for human dignity as the American people expect, in accordance with the Army's values. Army professionals are therefore fully committed to more than a job – they are called to the deep moral obligations of the Army's duty. Under that deep commitment, they willingly maintain the Army as subordinate to civilian authorities, and they subordinate their own interests to those of the mission, being ready, if need be, to sacrifice in the defense of the republic."

Well stated by retired GEN David H. Petraeus, the Army's ethic is lived by our Soldiers: "The essence, the core of our military is and always will be its people: men and women who raise their right hands and recite the oath of enlistment, even though they know that act may result in them deploying to a combat zone where they will be asked once again to put it all on the line, day after day, in crushing heat and numbing cold, under body armor and Kevlar, against resilient, tough, often barbaric enemies; never knowing, as they go outside the wire, whether they'll be greeted with a hand grenade or a handshake, but being ready and capable of responding appropriately to either."

The Army must regulate itself, and that falls on the shoulders of leaders at all levels. If the Army fails to self-regulate its ethic, those external to the profession must do so on its behalf, which degrades the profession's autonomy and the legitimacy. Therefore discipline is central to honorable service, yet the PoA study found there has been some erosion of discipline and standards. Thus "improving standards and discipline" became one of the PoA study's focus areas. Leaders set the example and the standards, and can best inculcate them when there is a trust relationship with subordinates. However, the study reports "there is growing evidence that Soldiers are ... confused as to what standards are crucial, as well as growing concerns that NCOs are uncertain which standards should be enforced in various environments. ... [P]ortions of the force [have lost] skills in fundamental areas such as training management, property accountability, maintenance and counseling."

The study points out that many Soldiers think there is a different standard between home-station and deployed environments. Soldiers often place less value on standards that do not, as they see it, directly support winning on the battlefield. There must be one standard between garrison and deployed environments; leaders must not relax their standards.

One of the sources of problems in lack of trust and lack of discipline is that computers and Blackberries have made it too easy to gather information and provide guidance with a minimum of human interaction. However, the study pointed out that "Soldiers want more personal involvement by leaders." Face-to-face interactions let Soldiers know that leaders value their work.

Counseling is a fundamental leadership tool. Mentoring is a fundamental leadership attribute. "Face time" is a fundamental leadership requirement. I challenge Armor leaders to be personally involved with their Soldiers. I encourage you, as does the Army PoA study, to read Tom Peters' and Robert Waterman's *In Search of Excellence*. Peters and Waterman identified as a key leadership attribute "management by wandering around"; they noted that in successful organizations, leaders spent huge amounts of time among their subordinates – talking, asking questions and demonstrating an interest in what they were doing. As the PoA study reports, "[o]ur Soldiers are saying that digital communication has made it all too easy for our leaders to stay in the comfort zone of their headquarters and neglect their duty to go out and collect 'ground

truth.’ Soldiers are asking to see more of their leaders ‘wandering around.’” We need to emphasize mentorship as part of our leader toolkit.

Another part of the leader toolkit is to reward outstanding performance, to hold up as an exemplar those who exceed the standards and who live and breathe discipline. “Discipline must not be only of the type that is crucial to success on the battlefield,” the study says. “For the professional Soldier, discipline is the core of his or her being and is continuously manifested in all environments, from the battlefield to the home-station motor pool.”

Stewardship of the profession

Effective “stewardship of the profession” means the Army is prepared for future conflicts with the “right practices and expert knowledge.” As I’ve already alluded to, to do this, the Army must self-regulate and self-generate, creating its own expertise and ethic that it continually reinforces through mentorship. In fact, there can be no stewardship without mentorship, as love of the profession is best learned in

an ongoing relationship through a mentor’s teaching, dialogue and challenge(s) of his students – the essence of mentorship.

“The Army ... will maintain its status as a profession with the American people if its leaders at all levels, both military and civilian, serve daily as stewards investing in the Army’s future – in its evolving expert knowledge, the development of Army professionals and units to use that expertise, and in self-policing the institution to maintain the Army ethic,” said the PoA study. “Because of this unique responsibility, Army leaders are the sine qua non of the Army as a military profession.”

It should be abundantly clear that stewardship cannot be learned except through leaders – they are the indispensable and essential action, condition or ingredient of professionalism. Leaders, as stewards of the Army profession, have a responsibility to read PoA campaign materials; participate in a studies, forums or professional-development sessions; dialogue with comrades and coworkers and send feedback to CAPE; and inculcate PoA concepts in their unit or organization.

In summary, we must emphasize not only the three Cs but include three more: culture, coaching/mentoring and communication – the face-to-face kind. The future success of our Army depends on it.

As I close, I say farewell as commandant of the Armor School and 46th Chief of Armor. It’s been a great ride, but the Army has called me to serve as the deputy commanding general for maneuver of 1st Cavalry Division, Fort Hood, TX. Please give the 47th Chief of Armor the support you have given me and add your efforts to the challenges and needs I’ve outlined above.

Forge the Thunderbolt!

ACRONYM QUICK-SCAN

- ADP** – Army Doctrine Publication
- CAPE** – Center for the Army Profession and Ethic
- NCO** – noncommissioned officer
- PME** – professional military education
- PoA** – profession of arms



REVIEWS

Haunting Legacy: Vietnam and the American Presidency from Ford to Obama by Marvin and Deborah Kalb, The Brookings Institution, Washington DC, 2011.

Noted political journalist Deborah Kalb joins her spouse, distinguished journalist and educator Marvin Kalb, to write a thought-provoking book on the impact of the Vietnam War in America's national-security discourse. Nine of 10 chapters feature a complete national-security focus on presidents from Gerald Ford to Barack Obama, with the legacy of Vietnam looming in the background.

Vietnam cost the lives of more than 58,000 American Soldiers, destroyed the presidency of Lyndon B. Johnson and led to decades of military demoralization. The Vietnam conflict transformed our political-military culture from the evolution of the all-volunteer military to doctrines on America's use of force like the Powell and Weinberger doctrines (named after GEN Colin Powell and for-

mer Defense Secretary Caspar Weinberger).

Ford would use his pardoning of Richard Nixon to issue a blanket pardon to Americans who avoided the draft by fleeing to Canada and other countries during the Vietnam War. Readers will appreciate the courage and deep commitment Ford had to healing the nation and moving America forward. His first post-Vietnam test would come with Cambodians seizing the SS Mayaguez. To appreciate the risks Ford took in rescuing the American hostages, you must understand the specter of Vietnam; the war formally ended only months before the Mayaguez was seized. The Kalbs' book covers discussions Ford had with his national-security team and his decision to conduct a raid that rescued the hostages and recovered the ship.

A chapter on President Jimmy Carter and his national-security team discusses Soviet intervention in Afghanistan in terms of recreating a Vietnam at the height of the Cold War. The chapter on President George H.W. Bush and his ad-

visers discusses Vietnam in the context of the decision to send a half-million Americans to expel Iraqi forces from Kuwait and defend Saudi Arabia.

The last part of the book highlights Vietnam in America's electoral discourse in the campaigns of Bill Clinton against incumbent President H.W. Bush; President George W. Bush against incumbent Vice President Al Gore; incumbent President George W. Bush against Sen. John Kerry; and Sen. John McCain against Sen. Barack Obama. One measure of the shift in the nation's attitude by the 1990s is the American public's view that military service and the avoidance of the draft through legal means is no longer a political liability.

This book is for those with a passion for America's national-security decision-making.

YOUSSEF ABOUL-ENEIN
CDR, U.S. Navy

81ST ARMOR REGIMENT



The gold of the shield is the color for Armor. The fleurs-de-lis symbolize the organization's Normandy and Northern France campaigns. The chevron "in point embowed" recalls the Battle of the Bulge, the Ardennes-Alsace campaign. The key, symbolic of the Rhineland campaign, emphasizes its important successes. It represents the "Key to Victory" in Europe. The battle-axe, a favorite Teutonic weapon and heraldic charge throughout the entire medieval period, signifies the Central Europe campaign. The distinctive unit insignia was originally approved for the 81st Medium Tank Battalion April 18, 1953. It was amended to correct the spelling of the Latin motto April 19, 1954. The insignia was redesignated for the 81st Armor Regiment on Jan. 31, 1962.

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