

command in the process is vital if training efforts are to be focused on team-building. Everyone in the chain must be made to feel like part of the team.

In the actual conduct of training, a commander might notice how many soldiers in the unit (squad, platoon, team) are actually present for the training. Is unit integrity being maintained, or are the soldiers being conveniently grouped into "orders" or "stations"? We must not let the small-unit team be dissolved for the sake of convenience.

The critique phase of training is also important. This is where the "coach" or trainer provides the team with valuable feedback. Indeed, a thorough, professionally done critique is the key to the mastery of tactical concepts at the small-unit level. The following are some suggestions for con-

ducting a successful critique that will promote teamwork:

- Have the team members participate. Let them talk through the events and discover the teaching points for themselves.
- Do not rush. Let each soldier or subordinate leader speak his mind. Each must feel he is an important part of the team.
- Try to conduct the critique from a vantage point where you can observe the ground on which the action took place. If possible, walk back over the ground while discussing the specific teaching points. Try to relate the concepts to the terrain and let the soldiers see how it all works.
- Let the small-unit team practice it again until they do it right. This will help ensure that they really have learned the skill. (If the Green Bay Packers perfected the sweep through

repetition, 1st Squad can excel in the movement to contact!)

Of course, there are countless other ways to promote pride and cohesion in a company. A smart company commander realizes that his company will be no better than its small-unit teams — his machinegun teams, fire teams, mortar gun squads, and squads. He must direct every effort toward developing the bonds that establish, train, and sustain cohesive small-unit teams.

COHORT companies do not have exclusive claim on cohesion. In the end, no formal program will ensure success in small-unit team building. Cohesion in *our* Army is up to *us!*

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First Class: An Attitude

MAJOR L.J. SKLENAR

Some time ago, Captain Michael T. McEwen proposed in *INFANTRY* magazine that the Army establish a combat fitness badge (CFB). The badge would be awarded to soldiers who achieved certain high scores on each of the events of the Army Physical Readiness Test (APRT), and who also passed a combat water survival test, qualified sharpshooter or better with their individual weapons, and completed a five-mile endurance run within a certain time limit. The badge would then have to be recertified annually. (See "A Fitness Badge," July-August 1983, p. 9.)

I haven't heard any more about this proposal, but it may be a good idea; it may provide the change of attitude necessary for soldiers to excel at physical fitness. I found out how important attitude can be a few years ago when I

attended the U.S. Marine Corps Command and Staff College Course.

In this course, the students from the Marine Corps must take the USMC Physical Fitness Test (PFT), which consists of the pullup or chinup (20 is maximum score), the situp (80 is maximum), and the three-mile run (18 minutes or less). The overall PFT ratings are Fail, Third Class, Second Class, or First Class.

Each "sister service" student has the option of taking the USMC PFT or his own service's test. The dozen or so Army officers in the class usually choose to take the PFT instead of the APRT for reasons of interservice "cooperation" and peer pressure (you guess which dominates). In my class, many of the Army officers had come from Special Forces, Ranger, and airborne duty and expected to pass the

PFT easily. Even though I hadn't done a pullup in more than ten years, I didn't expect much trouble passing it either. As commander of a company in an Army Reserve Special Forces group before attending the College, I had kept myself in condition to meet the same higher APRT standards my soliders had to meet to qualify for airborne or Special Forces training. On the day of the test, therefore, I did almost twice the minimum number of pullups for my age group and was pleased that my pushups and three-mile run time put me about halfway into the Second Class range.

Overall, we Army officers felt we had done well. Some even scored First Class (we had a couple of marathon runners and a recent Ranger Course graduate). Our attitude, for the most part, had been geared toward *passing*

the three events and the test, not toward making the highest possible score.

What I didn't expect was the cool reception the Marine officers showed toward any score other than First Class. Perhaps I should have expected it after I stood and watched almost all of the Marine officers in my study group (including the lieutenant colonel who was our faculty advisor) crank out, not ten or fifteen, but the maximum of twenty pullups with apparent ease. I also realized why they had been so conscientious about running five or six miles during the two hours that were scheduled for physical fitness and lunch each day.

From the colonel who was the Director of the College to the newest lance corporal who operated the audio-visual equipment, the Marines' attitude was to reach the First Class level. As I watched other Marine units at the base take their PFTs, I noticed that same attitude.

Given this challenge from the Marines, and without too much more effort, most of us from the Army moved our own scores into the First Class range on the end-of-course PFT. The only thing that had really changed was our attitude.

I don't propose that the Army adopt the USMC PFT. We are not the Corps. Also, while there is some value in having the Second and Third Class

levels for the individual Marine to progress through on successive PFTs, the real function of these other levels is to promote the attitude to "go for it" and reach First Class. I agree with Captain McEwen that a single top category (say, Expert) should be the motivating factor, but his proposed combat fitness badge test might be more appropriate as Phase II of a two-phased program. Phase I would be to establish Expert scores for each of the three events in the present APRT and for the overall test. Soldiers who scored Expert on the APRT could then go for the combat fitness badge.

The CFB would not have the logistic requirements of the Expert Infantry Badge test, and it would have the advantage of applying to all soldiers. But how many soldiers can swim 25 meters even in a swim suit, much less in boots and fatigues? A person has to run only about a mile and a half to "test" his endurance, so the five miles Captain McEwen suggests, plus the swim test, plus the weapon qualification constitute a goal that would, indeed, be worth striving for — but in Phase II.

We would not need to wait until the Institute of Heraldry could design a new badge; we would not need to start a massive swim training program. A one-page change to the field manual on physical fitness training could establish scores for males and

females, by age group, for Expert minimums in each of the APRT events as well as overall.

More quickly, organization commanders could establish local programs, specifying Expert minimums for members of their units (perhaps using the scores proposed in Figure 1 of Captain McEwen's article). They could award certificates and letters of commendation to soldiers who scored Expert overall.

Some soldiers always aim for the maximum score in all events of the APRT, but today there is no recognition factor between "maxing" the PT test and just passing it. The Army needs to reinforce the attitude that physical fitness is a good thing. The establishment of Expert scores for the APRT, coupled with some sort of certificate, would reinforce that attitude because many soldiers could attain the Expert level on the APRT.

The Combat Fitness Badge would be tough to achieve and a real distinction on the uniform, but let's implement Expert scores for the APRT now as Phase I of a program leading to the badge.



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Aerobics: In *My* Army?

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The Army has changed its approach to physical training. The word has been put out by the Chief of Staff of the Army and by the Soldier Support Center at Fort Benjamin Harrison to get the soldiers in top physical condition.

If you are in charge of PT in your unit, you may be asked any day now to come up with a better PT program for your unit. If so, you might consider aerobics — with music. (Your first reaction here may be "What? In *my* Army?" But physical training, to be

effective, does not have to be boring and tedious.) A unit aerobics program can be designed to give the soldiers the best in cardiovascular and muscular development.

In approaching such a program, there are three things you need to