

placed under the operational control of the AMTF as a subordinate maneuver unit.)

It is important that the mobility of assault helicopters not be confused with their maneuver. The Black Hawks (UA-60s) that carry the task force to the LZ are a form of mobility for the infantry. Just because a battalion task force lands untouched on an LZ that is also its objective doesn't mean that it has "maneuvered" itself there. (Maneuver, to quote FM 100-5, is "the dynamic element of combat," while mobility is a function of how a unit gets where it is going, whether by jungle boot, Bradley, or Black Hawk.)

In planning for combat power, therefore, infantry commanders and their staffs should integrate attack helicopters into the airmobile scheme of maneuver. (Since the attack helicopter unit is a subordinate maneuver unit, its instructions go in the sub-unit paragraph, not under "fire support.")

The second Slow to be planned for is the enemy—specifically, his strength, weapons, and air defense systems in and around the objective. Since the task force will be landing on the objective, all known and suspected air defense artillery positions must be neutralized or sup-

pressed before it lands. It is a tall order for an S-2 to identify these ADA sites, but a weapons template and good map reconnaissances or aerial photographs can help.

Today, aircraft such as the Black Hawk can absorb a considerable amount of fire and continue to fly, but no helicopter can fly over enemy weapon systems with impunity. The on-board weapons on an assault helicopter are used, at best, for suppression only. The doorgunners should not be expected to provide additional firepower; rather, their job is to return the fire directed at their aircraft, and they continue firing just long enough to get in and out of an LZ. Ideally, every major weapon system on the LZ or objective should be hit just before the task force lands.

A word of caution is needed in planning fires on the LZ. Smoke and fire tend to confuse inbound helicopters. If a landing on an objective is to succeed, the LZ cannot be in flames when the helicopters get there.

The third planning goal, surprise, is essential. The careful use of terrain, cover and concealment, darkness, and reduced visibility all contribute to surprise. Smoke and the sound of preparatory fire can also be used effec-

tively to mask incoming helicopters. Landing on the objective sometimes creates the best element of surprise, especially if tactical deception has been used in all phases of the planning.

Landing on the objective also favors missions that are limited in time—the one Quick factor. But during the time spent on the objective, the action should be violent, swift, and lethal. Landing on the objective allows no time for a movement to contact, an approach march, or an assembly on a strobe marker. The troops need to be taught that landing on the objective is like stepping into an ambush kill zone seconds before it is blown.

The Three Slows and a Quick cannot replace a knowledge of FM 90-4 or practical experience working with aviation units. By simplifying the task and reducing the hazard, however, this concept can give an infantry unit commander and his staff a mental tool to help them succeed when landing on the objective.

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Dismounted Drill

CAPTAIN CLARENCE K. K. CHINN

Leadership in combat is an infantry company commander's sole reason for being. In peacetime, this translates into producing a unit that is ready to fight and win on tomorrow's battlefield. One method of training that can help a commander in this effort is drills. Drills allow small units to link individual and leader tasks into coordinated, efficient, and effective group action. Drills also provide a means by which a unit can make sure its train-

ing in these tasks is done right and properly reinforced.

Although battle drill has received some attention in recent years, dismounted drill is generally neglected, even though the proper use of dismounted drill can help prepare a unit for conducting battle drill more effectively.

Throughout recorded history, military leaders have recognized that fighting men have to be disciplined, organized, and ex-

ercised collectively in battle. From this early realization sprang the necessity for dismounted drill, which embraced both weapon training and field exercises.

Dismounted drill was designed not merely to instill discipline but also to teach the soldier the kind of close-packed formations and movements actually used on the battlefield. Drill movements and formations were tactical maneuvers involving both fire and movement, and

troops were taught in parade formations how to withstand, unflinchingly, the impact of fire and the assault of a column of infantry or horse. Dismounted drills enabled a commander to move forces quickly from one point to another and to mass forces and maneuver them on the battlefield as the situation developed.

Before the end of the eighteenth century, dismounted drill was directly connected with the battlefield. The place and duty of a soldier in battle was taught through the constant repetition of dismounted drill. A well-drilled soldier would precisely and instinctively execute the orders of his commander. In short, dismounted drill was training for war; depending on the situation, the proper execution of orders would lead to victory on the battlefield.

Today, although dismounted drill procedures are no longer used on the battlefield, some of the same objectives that have always been accomplished by that drill—discipline, precision, teamwork, confidence—are just as important today. In fact, dismounted drill is the first step in linking individual and leader tasks together to provide a coordinated group action. This action, in the form of soldiers instantly moving in unison to barked commands, teaches a soldier the basics of his trade. And a confident, disciplined soldier who understands teamwork provides a good foundation upon which to build an effective fighting unit.

One of the key objectives of dismounted drill, of course, is to develop discipline in the soldier. Discipline is the habit of instantly and automatically obeying the will of the leader. Without discipline, a unit cannot function, for discipline is the human basis of response on which effective command rests. Dismounted drill leads to good discipline by reinforcing good discipline.

When a leader gives a command, he must demand precision—alertness, attention to detail—and instant obedience. Otherwise, he is not reinforcing good dis-

cipline, and a soldier's failure to react instantly to a command given by a leader in combat may mean the difference between life and death for that soldier or others in the unit.

Another key objective of dismounted drill is to build the concept of teamwork into each individual soldier. Teamwork is putting individual skills together to create one unified effort. Dismounted drill gives the leader a tool with which to build this unified effort. With it, he takes individual skills and combines them to create a coordinated group action. On the drill field, when soldiers react precisely, instantaneously, and in unison to the commands of the leader, everyone involved feels the effect of teamwork.

LEARNS

But when one soldier fails to follow the commands of the leader instantly and precisely, teamwork diminishes. His failure has a negative effect on the entire unit. From this, the soldier learns what he must know on the battlefield—that when one man gets “out of step,” other men may die.

The last key objective of dismounted drill is to build confidence in the soldier. Each time he reacts precisely and instantly to the commands of the leader, his self-confidence grows. When he begins to realize that his individual actions are correct, this also develops in him a sense of pride and accomplishment.

When dismounted drill is conducted as a team (fire team, squad, platoon, company) and all the soldiers react in unison, each member of the team becomes more confident. Teamwork builds, and the men gain a sense of esprit de corps. The soldiers begin to understand that by working together they can achieve positive results. Human nature, after all, desires gratification, and the leader's praise of the unified effort increases the soldiers' pride.

As a soldier's confidence in himself and his team builds, so does his confidence in his leader. During the drills, he sees the leader organize the unit, issue commands, and enforce the standard to which those commands are carried out. He therefore knows that the leader himself knows the standard, and this increases his confidence in the leadership ability of his leader. In combat, this confidence becomes especially important, for if a soldier has to stop for one second to think about whether his leader's command is the proper action to take, he may die.

The benefits to be gained from dismounted drill depends on how well the drill is carried out. Dismounted drill should be conducted every duty day for ten to fifteen minutes, perhaps after physical training or after morning parade. The standard should be to have soldiers moving precisely, instantaneously, and in unison to the orders of the leader. The leader must insist on absolute perfection every time dismounted drill is conducted. For those soldiers who understand the purpose and the correct use of dismounted drill, those ten or fifteen minutes will be well spent.

Dismounted drill is a return to the basics of soldiering. It provides a building block for the development of a well-trained soldier—a soldier who is confident and disciplined and who understands teamwork. Dismounted drill, conducted to the proper standard, ensures a good foundation upon which leaders can build a combat-ready unit.



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