

# PROFESSIONAL FORUM



## Shaping the Army of Tomorrow

GENERAL CARL E. VUONO

*EDITOR'S NOTE: This article is based upon remarks made by General Carl E. Vuono, Chief of Staff of the Army, to the commanders attending the Infantry Conference at Fort Benning in April 1990. It is part of an ongoing effort to communicate the Army's vision through each of the branch journals to the officers, noncommissioned officers, and soldiers of the Army. Although the address was presented before the Iraqi invasion of Kuwait, that crisis underscores the importance of this vision and the characteristics the Army must have in the years ahead.*

Each time I see the statue of the infantry leader that stands in front of the Infantry School, I am reminded of what the Army is all about. For the infantryman represents the essence of the Army. As T.R. Fehrenbach says in his classic book on the Korean War, "You may fly over a land forever; you may bomb it, pulverize it, and wipe it clean of life. But if you desire to defend it, protect it, and keep it, you must do this on the ground, the way the Roman legions did—by putting your men into the mud."

In the final analysis, it is the tough, courageous infantryman who determines the fate of nations. It is he who throughout history has allowed great civilizations to flourish. And when those cultures became so sophisticated that they no longer

produced quality soldiers, they were overrun by the tough, courageous infantrymen of other nations that still understood the importance of a trained and ready army. Therefore, although we hope the peculiar talents of our infantrymen are never needed, we must ensure that they—as well as the rest of the Army—remain trained and ready should the nation call.

I want to outline the Army's vision of the future, the plans by which we are shaping the force for this decade and beyond, and what I ask of each of you as a vital part of that Army.

During the past year we have witnessed momentous events in Eastern Europe and the Soviet empire. These events demonstrate that our unrelenting defense of freedom for the past 40 years has not been in vain. Simply stated, we are winning, and the triumph of democratic ideals that we have witnessed in Europe has been due in no small part to the selfless service of millions of U.S. soldiers—soldiers who have manned the ramparts of freedom from the Fulda Gap to the DMZ in Korea—soldiers who, supported by the other services, have stood shoulder to shoulder with our allies and provided an opportunity for the natural weight of oppression to bring the communist regimes of Eastern Europe to their knees.

But as much as we might like to think

that the threats to our security have diminished to the point that we can start spending the peace dividend we hear so much about, the struggle is not over. A realistic look at the turbulent world around us leads those of us who are charged with the responsibility for our nation's security to proceed with caution.

### Imperatives

If the Army is to meet the challenges our nation will face in the decade to come, it must keep to a simple overarching vision—a vision of a trained and ready Army today and tomorrow, prepared to meet its strategic obligations anywhere, any time. As we shape the Army to realize this vision, we know that we can begin from a solid foundation, for the Army of 1990 is quite simply the finest peacetime force this nation has ever fielded. And in the forefront of that force is our infantry—the best in the world.

The Army of today is the product of a comprehensive program built on six enduring imperatives. These will not be new to you, nor should they be. They have forged the Army of 1990, have been tested in the crucible of combat, and now serve as a beacon to guide us into the next century. But I do want to emphasize some key points about them because—although

events will require us to make changes in the Army—it is important that we maintain a degree of continuity in the fundamentals of our profession:

**Have an Effective, Flexible Warfighting Doctrine.** The Army exists to fight, and to do so effectively it must have leaders who understand their profession. Doctrine is important because it not only determines how to fight, it drives our research and development and our acquisition of weapon systems; it also determines, in large measure, our force structure and design.

The Infantry Center has been at the center of much of the progress over the past decade in the development of infantry doctrine and in the evolution of Air-Land Battle doctrine. As a result of these efforts, we now have basic warfighting doctrine to guide infantry units on missions that span the entire operational continuum.

There is more work to be done in some areas, such as the integration of heavy and light forces and of conventional and special operations forces. But the key task for those of you who lead infantry units—whether they are platoons or divisions—is to study our doctrine, understand it and, more important, teach it to your subordinates. Not only must you teach them the tactics, techniques, and procedures they need to implement it, you must ensure that they understand how they fit into the combined arms team, for that is the way we fight.

**Maintain a Mix of Forces.** We must maintain a mix that includes armored, light, and special operations forces so that we can tailor force packages that are appropriate to the particular threats we may face. Those who argue that we need only light forces for contingencies such as our recent experience in the Republic of Panama need to look around the world at the growing arsenals of tanks, artillery, and other heavy weapons that are in the possession of nations that do not share our interest in peace and freedom. They should also take note of the important role played by the regulars of the 6th Infantry in Panama.

Since the infantry is central to our heavy, light, and special operations forces, you must not only master the re-

quirements of each, you must be able to integrate their unique capabilities. I am particularly gratified to see the great progress we are making in that regard, with our heavy-light rotations at the National Training Center (NTC) and our success in task organizing integrated units on REFORGER exercises. We are also making progress in incorporating special operations forces with heavy and light forces into all of our combat training centers. Recently, too, we began conducting contingency operation rotations—including heavy, light, and special operations elements—and we will continue to improve our ability to integrate all of these effectively.

To ensure that we can fulfill our worldwide responsibilities across the entire



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range of requirements, we must strike the correct balance between the Active Army, the Army National Guard, and the Army Reserve. Reserve Component units are now going to both the NTC and the Joint Readiness Training Center (JRTC) so that they, too, can benefit from the combat training experience offered there.

**Modernize Our Forces.** Next, we must continuously modernize our forces so that our soldiers can maintain their qualitative edge over any potential enemy. Because of our investment in night vision devices, for example, in Panama we were able to execute the most ambitious and successful airborne assault ever conducted during hours of darkness. We are not resting on our laurels, however;

we are continuing to pursue research and development efforts to make sure we will have the weapons we need in the future. As one example, we are working to improve our antiarmor capabilities with the development of the advanced antitank weapon system, medium (AAWS-M), which is to be fielded in 1994.

**Conduct Tough, Realistic Training.** We must conduct the kind of training that is at the heart of readiness and that ultimately guarantees success in battle. The importance of training cannot be overstated; it is the foundation of both a credible deterrence and a capable defense.

Leaders at every level are responsible for training the Army, and we must ensure that training remains our top priority. As we shape the Army of the future, we are not cutting back on our commitment to quality training. Yes, our task will be more challenging in the years ahead, for austere budgets will require leaders who are imaginative, innovative, and most of all, committed to training. We are continuing the pace of operations at the combat training centers and are implementing programs that will give infantry leaders an opportunity to benefit more from this experience by combining simulations with maneuver.

We are also continuing our campaign to improve training with the publication of Field Manual (FM) 25-101, the companion document to FM 25-100. This manual, aimed at battalions and companies, provides clear guidance on implementing the training strategy outlined in FM 25-100. I expect commanders at every level to fully implement the guidance in these manuals so that we can maintain uniformly high standards for training throughout the Army.

**Develop Competent, Confident Leaders.** Quality training requires quality leaders. Our fifth imperative, therefore, is to continue to develop competent, confident leaders at all levels. Developing leaders is one of our greatest responsibilities, and perhaps our greatest legacy. Tomorrow, as today, our officers and non-commissioned officers will have to be decisive, even in "the fog of war." Bold, imaginative leaders of this quality are not born; they continuously develop themselves throughout their careers. Read the



Training is at the heart of readiness.

memoirs of our great leaders of the past—the Marshalls, the Bradleys, the Eisenhowers—and you will note the one theme they have in common is a commitment to continuous self-development. If our Army is to have the leadership it needs now and in the future, leaders must **challenge both themselves and their subordinates** to emulate the dedication of these great captains.

**Maintain a Quality Force.** It is the quality of the soldier that has made the difference in battle throughout history. Quality soldiers continue to be essential to maintaining a trained and ready Army today and in the future. The soldiers who went into combat last December, many for the first time, were highly motivated, dedicated young Americans—the best our nation has to offer, and the finest in our history.

### Vision of the Army

With these six imperatives to steer by, we must now shape the Army of the future. In an era of great uncertainty, let me be clear on this point: As we shape that Army, we will not compromise, we will not equivocate, we will not yield on the six imperatives.

To ensure that our Army will continue to be trained and ready to defend the principles of freedom and democracy, and that it will continue to be a place where quality soldiers will want to serve, we must move forward aggressively. We

must ensure that it is fully capable of responding to the challenges of the changing international environment and increasingly austere budgets. We must apply the lessons of our past experiences and take command of our future. If we do not, someone else will.

*We have all shared in the toil and the sweat of building the trained and ready Army of today, and we cannot allow that effort and that success to be squandered.* Even under the most draconian budgetary constraints, we must never accept an Army that is undermanned, poorly trained, or ill-equipped—an Army that is fractured by the budget and that is neither credible for deterrence nor capable of defense.

Accordingly, over the next five years, we will carefully, deliberately, and gradually shape a smaller force—a difficult course of action for all of us. Even as we respond to change, however, we must maintain a continuity of training, readiness, and quality, and a continuity of capability that will protect the nation during an era of great uncertainty.

We can do all of this if we adhere to the plan we have developed and refined over the past two years—a plan that has our strategic responsibilities at its foundation and that takes into full account both the evolving international environment and the budget constraints that we face.

If we follow this plan, we will continue to have an Army that has the vital characteristics needed to support our nation's security:

- An Army that is versatile in its ability to respond to crises, conflicts, and contingencies throughout the world.

- An Army that is deployable and able to project combat power wherever our nation needs it, given the airlift and sea-lift **needed to move enough forces quickly to potential trouble spots.**

- An Army that is lethal, able to fight and win on any battlefield, against any enemy, anywhere our interests may be threatened.

- An Army that is expandable, one that can grow rapidly in response to any sudden collapse in the international order.

- An Army that will continue to be relevant to the needs of the nation as we sustain our unique strategic contributions to the security of the United States.

### Professionalism

The Army of the 1990s will be a challenging, exciting, and rewarding place to be—a place where there will always be room for quality men and women, both in the Active Army and in the Reserve Components. The Army of the future, more than ever before, will require leaders at all levels—NCOs and officers—who are dedicated professionals. I expect leaders to demonstrate the qualities of competence, responsibility, and commitment that are essential to the defense of our nation.

We must instill competence in the profession of arms. Competence is not developed in a day, a month, or a year. We must make it a continuous process that incorporates education in our military schools, experience in operational assignments, and an individual commitment to self-development.

Developing that competence will require tough, realistic training, dedication, and plain hard work. As our experience at the combat training centers has shown, we must stress such fundamentals as land navigation and weapon positioning.

Professionalism requires more than a mastery of technical skills. Leaders must not only be competent—they must also have a sense of responsibility that embraces the soldiers they lead and then extends to encompass the entire Army. All

leaders must understand that they are responsible for the security of the nation and its people, a sacred trust that separates our profession from other walks of life.

We must take care of our soldiers and treat them with the dignity and respect they deserve. And since more than half of them are married, we must also be sensitive to the needs of their families. Those families must be made to feel they are an important part of the total Army team. Programs such as the Army Communities of Excellence have improved both the participation and the pride of Army families as they have joined together to improve their quality of life. We must continue such efforts and look for other opportunities to make the Army a great place to be.

Above all, we must set the example for our young leaders and soldiers. As General Maxwell Taylor once said, "The badge of rank we wear on our shoulders is a badge of servitude, servitude to our

soldiers." A leader must accept the responsibility of being a role model 24 hours a day, seven days a week. And always, a leader's personal integrity must be beyond reproach. In short, a leader must be able to look his soldiers in the eye and say with confidence, "Follow me; do as I do."

Finally, professionalism requires commitment. Our nation asks much of its military leaders. It asks that we live up to a higher moral standard than that of the society we are sworn to protect. It asks that we endure the hardships of isolated posts, family separations, and sometimes onerous duty. It asks that we undergo tough, realistic training. And it asks that we be prepared to make the ultimate commitment—to risk our very lives in the defense of the nation.

Ours is a special calling. We are entrusted with an important responsibility—the protection of our great nation. As we pass through a period of uncertainty, and as you address the concerns of the

soldiers you lead, do not let them forget that the work they do is vital to the future of our great nation, and to peace and democracy around the world.

Our soldiers should take enormous pride in the contribution they are making to the preservation of the ideals upon which this nation was founded. To people all over the world—to those who have freedom and to those who hope for it—the U.S. soldier embodies the ideals and principles of individual liberty for which this country stands.

We can never relax our efforts to maintain a trained and ready Army to support and advance those ideals and principles. We have a sacred duty to the men and women we lead, to the United States, and to freedom everywhere. And in this task, we must not—and shall not—fail.



# Tanks with Infantry, Part 1

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*EDITOR'S NOTE: In this, the first of two articles on the employment of tanks with infantry, the authors first give a historical perspective on the general subject. Then they offer their thoughts on what tanks can do for infantry units and on what the employment of tanks can cost those units—particularly light infantry units—in terms of logistics, speed, mobility, and stealth.*

*In the second article, the authors will give specific examples of likely missions and their thoughts on what tactics, techniques, and procedures might be em-*

*ployed in those missions.*

*They feel that while members of light infantry units might benefit the most from their articles, mechanized infantrymen can also learn something from them.*

One of the primary roles of armor has been the task of supporting infantry. Indeed, the very genesis of the tank came from an effort to find a way to break the trench warfare deadlock in World War I. The initial research, which later resulted in the first tanks, focused on find-

ing a machine that could cross deep and wide trenches while simultaneously suppressing the enemy force occupying its trench lines, especially its machinegun crews. Thus, the original purpose of the tank was to enable the infantry to close with the enemy.

Along with the development of their blitzkrieg concepts, German military leaders between the wars recognized the parallel need for direct gunfire support for their infantry. Erich von Manstein, then a colonel (who also authored the plan for the 1940 invasion of France us-