



**Research Product 2006-12**

**Enhancing Warrior Ethos in Soldier Training:  
The Teamwork Development Course**

**Gerald Klein  
Margaret Salter  
Gary Riccio  
Randall Sullivan**  
The Wexford Group International

**August 2006**

**Infantry Forces Research Unit**

**United States Army Research Institute  
for the Behavioral and Social Sciences**

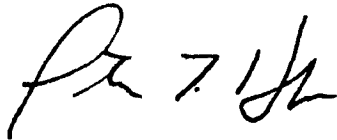
Approved for public release; distribution is unlimited.

**2006115245**

**U.S. Army Research Institute  
for the Behavioral and Social Sciences**

**A Directorate of the Department of the Army  
Deputy Chief of Staff, G1**

**Authorized and approved for distribution:**



**STANLEY M. HALPIN  
Acting Technical Director**



**MICHELLE SAMS  
Acting Director**

---

Research accomplished under contract  
for the Department of the Army

The Wexford Group International

Technical review by

Jennifer Sommers Tucker, U.S. Army Research Institute  
Richard Hoffman, U.S. Army Research Institute

**NOTICES**

**DISTRIBUTION:** Primary distribution of this Research Product has been made by ARI. Please address correspondence concerning distribution of reports to: U.S. Army Research Institute for the Behavioral and Social Sciences, Attn: DAPE-ARI-MS, 2511 Jefferson Davis Highway, Arlington, Virginia 22202-3926

**FINAL DISPOSITION:** This Research Product may be destroyed when it is no longer needed. Please do not return it to the U.S. Army Research Institute for the Behavioral and Social Sciences.

**NOTE:** The findings in this Research Product are not to be construed as an official Department of the Army position, unless so designated by other authorized documents.

## REPORT DOCUMENTATION PAGE

1. REPORT DATE (dd-mm-yy) August 2006		2. REPORT TYPE Final		3. DATES COVERED (from... to) October 2004 – August 2006	
4. TITLE AND SUBTITLE Enhancing Warrior Ethos in Soldier Training: The Teamwork Development Course				5a. CONTRACT OR GRANT NUMBER W74V8H-05-C-0004	
				5b. PROGRAM ELEMENT NUMBER 622785	
6. AUTHOR(S) Gerald Klein, Margaret Salter, Gary Riccio and Randall Sullivan (The Wexford Group International)				5c. PROJECT NUMBER A790	
				5d. TASK NUMBER 215	
				5e. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) The Wexford Group International 8618 Westwood Center Drive, Suite 200 Vienna VA 22182				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) U.S. Army Research Institute for the Behavioral and Social Sciences ATTN: DAPE-ARI-IJ 2511 Jefferson Davis Highway Arlington, VA 22202-3926				10. MONITOR ACRONYM ARI	
				11. MONITOR REPORT NUMBER Research Product 2006-12	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution is unlimited.					
13. SUPPLEMENTARY NOTES Contracting Officer's Representative and Subject Matter Expert POC: Dr. Scott E. Graham					
14. ABSTRACT ( <i>Maximum 200 words</i> ) The product described is the result of research that explored the concept and definition of Warrior Ethos, in an effort to facilitate its application for Soldiers during initial training and throughout their military careers. The Warrior Ethos tenets were divided into component attributes and behaviors; the product described here provides an example of a potential venue for Warrior Ethos training during the basic training program and includes train-the-trainer materials that help to identify Warrior-like behaviors. The venue is the Teamwork Development Course (TDC), an obstacle-like course conducted at all Basic Combat Training locations. Executed during the early weeks of training, the course encourages teamwork and the growth of problem-solving skills. The TDC references Army values and although the activities are difficult and challenging, they are not particularly stressful. The Warrior Ethos-based Training Support Package and its accompanying After Action Review behavioral checklist provide an expansion of the benefits of the TDC by identifying and reinforcing Warrior Ethos behavior. The concepts are shown in relation to the TDC; they are applicable to other venues as well.					
15. SUBJECT TERMS Warrior Ethos                      Teamwork Development Course (TDC)                      Basic Combat Training					
SECURITY CLASSIFICATION OF			19. LIMITATION OF ABSTRACT Unlimited	20. NUMBER OF PAGES 43	21. RESPONSIBLE PERSON Ellen Kinzer Technical Publication Specialist 703-602-8047
16. REPORT Unclassified	17. ABSTRACT Unclassified	18. THIS PAGE Unclassified			



**Research Product 2006-12**

**Enhancing Warrior Ethos in Soldier Training:  
The Teamwork Development Course**

**Gerald Klein  
Margaret Salter  
Gary Riccio  
Randall Sullivan**  
The Wexford Group International

**Infantry Forces Research Unit  
Scott E. Graham, Chief**

**U.S. Army Research Institute for the Behavioral and Social Sciences  
2511 Jefferson Davis Highway, Arlington, Virginia 22202-3926**

**August 2006**

---

**Army Project Number**  
622785A790

**Personnel Performance  
and Training Technology**

Approved for public release; distribution is unlimited.



ENHANCING WARRIOR ETHOS IN SOLDIER TRAINING: THE TEAMWORK  
DEVELOPMENT COURSE

CONTENTS

---

	Page
The Soldier's Creed .....	1
Overview .....	1
Warrior Ethos Tenets .....	2
<i>Warrior Ethos Attributes</i> .....	2
<i>Warrior Behavior</i> .....	3
Combat Applications Team (CAT).....	5
The Teamwork Development Course .....	5
Development of the Training Materials.....	6
<i>Data Collection</i> .....	6
<i>Analysis of Observations</i> .....	7
<i>Trial Implementations</i> .....	8
<i>Final Products</i> .....	8
Conclusion .....	9
References.....	11
 Appendix A. Drill Sergeant Checklist .....	 A-1
Appendix B. Warfighter's Training Support Package: Teamwork Development Course (TDC) – Serve as a Member of a Team (Mt1).....	B-1

List of Tables

Table 1 Observable Behavior Consistent with Warrior Ethos (React to Contact) .....	4
--	---





## ENHANCING WARRIOR ETHOS IN SOLDIER TRAINING: THE TEAMWORK DEVELOPMENT COURSE

### The Soldier's Creed

I am an American Soldier.  
I am a Warrior and a member of a team.  
I serve the people of the United States and live the Army Values.  
*I will always place the mission first.*  
*I will never accept defeat.*  
*I will never quit.*  
*I will never leave a fallen comrade.*

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself. I am an expert and I am a professional. I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat. I am a guardian of freedom and the American way of life.

I am an American Soldier.

The center four lines, embedded within The Soldier's Creed, define Warrior Ethos.

### Overview

One of the major goals of Army transformation is to instill Warrior Ethos into the behavior of Soldiers and leaders regardless of their ranks or job titles. To assist the Army in meeting this goal, the Wexford Group International examined the construct of Warrior Ethos. The purpose of the research, conducted over several years, was to refine the concept of Warrior Ethos as applied during initial entry training, and to develop a means for its further inculcation within the Army's programs of instruction. A key objective was to develop innovative methods and materials to assist Drill Sergeants in training Warrior Ethos (Riccio, Sullivan, Klein, Salter, and Kinnison, 2004).

This report briefly describes the background, and provides the final research products. The first year's front end analysis of Warrior Ethos broke down the definition of Warrior Ethos (Mission First, Never Quit, Never Accept Defeat, Never Leave a Fallen Comrade) into attributes and specific behaviors exemplified by Soldiers who demonstrate Warrior Ethos. The attributes of each of the four Warrior Ethos tenets link to positive Warrior Ethos-related behavior exhibited during the execution of specific Army Battle Drills. The attributes also show possible frictions, barriers, or impediments to demonstration of those behaviors.

The second phase of the research consisted of an approach that linked the Warrior Ethos attributes to selected basic training events, developed materials to enhance the training of Warrior Ethos, and implemented train-the-trainer events. Since the Warrior Ethos instruction was

to expand upon (not duplicate or replace) existing training, the new training materials were implemented and assessed in the existing Teamwork Development Course (TDC) at selected Basic Combat Training Sites. The final year consisted of refining the training materials and disseminating them to personnel at Fort Benning and Fort Jackson. This occurred in part through personal conversations, part in company level briefings, and Non-Commissioned Officer professional development classes. The final research product was a prototype train-the-trainer program for the TDC.

The present report briefly reviews the derivation of the Warrior attributes and describes the Teamwork Development Course and the development of the related training materials. Appendix A includes an After Action Review Checklist that Drill Sergeants can use to assess Warrior Ethos in the TDC, and Appendix B is the TDC's Training Support Package (TSP) for training Warrior Ethos.

### Warrior Ethos Tenets

The Army's Field Manual on Leadership described Warrior Ethos as "the refusal to accept failure" (DA, 1999, p. 2-21). Further, in material from the Center for Army Lessons Learned, Honoré and Cerjan (2002) defined and characterized Warrior Ethos as teamwork, discipline, and perseverance. The authors cited twelve distinguishing "characteristics that describe what it means to be a *Soldier* – an Infantryman: committed to, and prepared to, close with and kill or capture the enemy" (p.4). Three of the twelve characteristics cited directly reflect the Warrior Ethos tenets: "To always put the mission, the unit and the country first and oneself second;" "The iron will, determination and confidence to overcome all odds, even in seemingly hopeless situations;" "To never give up, to never give in, to never be satisfied with anything short of victory" (p.3) (Honoré and Cerjan, 2002). The other nine also complement the current definition. Warrior Ethos is developed and sustained through discipline, example, and commitment to Army Values; it is not a new concept, but one that has received renewed interest in the contemporary operating environment.

The early definitions of Warrior Ethos served as background for and preceded the results of the 2003 Training and Doctrine Command's Task Force Soldier that provided the new Warrior Ethos definition subsequently incorporated into the Soldier's Creed. The Army literature is currently full of references to Warrior Ethos; every speech or briefing appears to reference Warrior Ethos, as do all stories of battlefield heroism. While it is clear that Soldiers immediately recognize significant historical deeds and the term Warrior Ethos, the conditions that foster Warrior Ethos are typically not in the daily life of a Soldier in basic training. Thus, there is a clear opportunity to develop early training interventions that encourage the development and sustainment of Warrior Ethos.

### *Warrior Ethos Attributes*

Early research identified a set of individual dispositions (i.e., cognitive or social-psychological attributes) that relate to Warrior Ethos, observable, as directly as possible, through training interventions (Riccio et al., 2004). Specifically, the following attributes reflect Warrior Ethos-like behaviors observed during training events.

*Perseverance*: ability to work through adversity, and to embody each tenet of Warrior Ethos. Surmount obstacles if encountered, even if it appears easier to quit than to complete the task. Perseverance requires drawing on inner strength to endure and persist, even when the objective is uncertain or distant. (*mission first, never quit, never accept defeat, never leave a fallen comrade*)

*Prioritize*: an ability to select from specified and implied tasks, and accomplish them in a sequence appropriate to mission accomplishment. (*mission first*)

*Make Tradeoffs*: understanding the need to make frequent trade-offs in the application of tactics, techniques and procedures in addressing battlefield options when frequently there are no right answers. (*mission first, never accept defeat*)

*Adapt*: flexibility and smooth reaction to changes in mission and unexpected, often unpleasant, surprises whether from enemy contact, change in weather or terrain, or change in mission from combat to stability and support operations and back. (*never quit, never accept defeat*)

*Accept Responsibility for Others and Accept Dependence on Others*: Soldiers should rely on and trust that others will accomplish their missions and tasks while at the same time recognizing the interdependence required, the teamwork needed for mission accomplishment and security. As an individual identifies with a team, reliability (responsibility) to others presumably becomes inseparable from reliance (dependence) on others. (*never quit, never leave a fallen comrade*)

*Motivated By a Sense of Calling*. Warrior Ethos implies a primary motivation derived from Army values and belief in the Army's fight, whether from religious beliefs or the imperative to fight "for my buddies." (*mission first, never quit, never accept defeat, never leave a fallen comrade*)

### *Warrior Behavior*

The Warrior Attributes described above link to specific observable behaviors exhibited when performing specific Army Battle Drills.<sup>1</sup> For example, the elements of the Battle Drill *React to Contact (React to Direct Fire Contact)* divide into the desired Warrior Ethos responses: Immediately return fire and seek cover; deploy; report; fight through the contact; consolidate; reorganize; and continue the mission. Each aspect of these correct responses would, if exhibited, be indicative of some aspect of Warrior Ethos-like behavior. Table 1 (adapted from Riccio et al., 2004) shows the framework used to link the Warrior Ethos attributes to the first step of the React to Contact Battle Drill.

This framework linked the Warrior Ethos attributes to each step of the Drill React to Contact and to the other drills. The results of this mapping indicated that Soldiers may display

---

<sup>1</sup> Battle Drills were selected because they comprise a significant part of the initial entry training program of instruction.

more than one Warrior Ethos attribute when performing the specific tasks associated with the Battle Drills. The Army may therefore find this framework useful for identifying the Warrior Ethos attributes in other training events such as road marches, situational training exercises, and garrison events.

Table 1

*Observable Behavior Consistent with Warrior Ethos (React to Contact)*

Step 1. Soldier immediately returns fire

Tactical Implications	Attributes of Warrior Ethos	Friction (what impedes appropriate response/action)
Increased probability enemy killed or suppressed because Soldier immediately returns fire.	<u>Prioritizes tasks</u> for mission accomplishment by immediately returning fire. Exhibits <u>Army Values</u> of “Loyalty” to unit/other Soldiers; and “Personal Courage” by facing fear and danger. <i>Never accept defeat</i> . Soldier realizes rapidly killing/suppressing enemy is most important task.	Lack of training with individual weapon/sight/munitions, hesitation to engage because unsure of target/target location, or indecisiveness resulting from Rules of Engagement contribute to actions inconsistent with Warrior Ethos.
Increased likelihood that speed and volume of return fire surprises enemy because of violence of Soldier’s reaction.	<u>Makes tactically smart trades</u> between personal safety (move to cover and concealment while shooting back) versus move to cover and concealment then returning fire. <i>Never accept defeat</i> . Soldier realizes enemy has advantage unless violence and speed of reaction overwhelm enemy.	Surprise and confusion created by enemy fire overwhelm Soldier.
Reduced friendly casualties because Soldier kills or suppresses enemy thereby reducing or eliminating enemy ability to engage friendly force.	<u>Acts with responsibility to fellow Soldiers</u> by immediately opening fire to kill/suppress enemy. <i>Never accept defeat</i> . Soldier realizes rapidly killing/suppressing enemy will minimize need to deploy, thereby diverting unit from its original mission.	Placing protection of buddies ahead of oneself.
Reduced need for unit to deploy because of swift action of Soldier to kill or suppress enemy. If unit does deploy duration is reduced allowing unit to continue mission.	Exhibits <u>adaptability</u> by smooth reaction to surprise by immediately returning fire. Supports tenet <i>Never accept defeat</i> . Soldier realizes rapidly killing or suppressing enemy will minimize need to deploy.	Tension between leaders and followers. Leaders more likely to think of consequences to unit.

Application of this framework, a different way of thinking about Warrior Ethos (attributes rather than tenets) to existing drills, provides a benefit in that a training day has no new tasks; only new ways of thinking about the existing tasks.

## Combat Applications Team (CAT)

As part of the validation of the concept of Warrior Ethos attributes, several basic training cadre formed a focus group, a Combat Applications Team (CAT) conducted with Drill Sergeants stationed at Fort Benning and Fort Jackson. They received a summary of the preliminary work on the Warrior Ethos attributes to use as background and as a starting point for a discussion on the best ways to implement Warrior Ethos into Soldier training events. One intended outcome was to gain a better understanding of how the Drill Sergeants defined Warrior Ethos. Another was to determine whether an intervention could be accomplished, and if so, where.

The CAT explicitly and systematically addressed doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) issues with respect to Infantry One-Station Unit Training (OSUT), gender-integrated Basic Combat Training (BCT), and the Reception Station. Most DOTMLPF issues involved training, leadership and education, and personnel. The Drill Sergeants agreed that some Warrior Ethos training occurs in BCT, but their descriptions of their training events highlighted differences in implementation at Forts Benning and Jackson. The Drill Sergeants thought Warrior Ethos inculcation might be more effective if the trainers were shown alternative ways of thinking about the basic battle drills, how to recognize examples of Warrior Ethos (or failure to exhibit Warrior Ethos), and how to recognize behavior consistent with Warrior Ethos. Finally, the CAT identified After-Action Reviews (AAR) as another method of introducing Warrior Ethos into the training events. For example, AARs during battle drills could highlight positive and negative examples of Warrior Ethos behavior. Further, the trainers could receive materials to assist in AAR development.

The Drill Sergeants felt that the success of any intervention depended on using an approach that enhanced the current curriculum rather than creating additional work for the trainers or something new for them to learn. Although the Programs of Instruction (POIs) for initial and advanced individual training, whether BCT or OSUT, are relatively fixed, there are ways to incorporate awareness of Warrior Ethos into existing training events. Training exercises, drills, and events currently executed could be approached from a slightly different perspective to inculcate Warrior Ethos. From this discussion, the Drill Sergeants recommended the Teamwork Development Course (TDC), an obstacle course-like event common to the two basic training sites, as the most likely place for a successful Warrior Ethos intervention. The structure of the TDC is such that the Trainees should exhibit behavior consistent with the Warrior Ethos attributes when working together as a team to complete the obstacles. As an additional benefit, each TDC station includes a brief AAR where cadre members (Drill Sergeants) discuss performance of the event.

### The Teamwork Development Course

The TDC is an obstacle course conducted at all BCT and OSUT locations. Executed during the early weeks of the POI, the course encourages teamwork and problem-solving skills. The Training Support Package (TSP) (Fort Jackson, 1998) subtitled the Teamwork Development Course "Serve as a Member of a Team," defined the task as understanding "the definition and characteristics of a team member, and the importance of buddy teams in Soldier development. Demonstrate teamwork in a practical exercise, the Teamwork Development Course" (p.3). The

TDC references the “Army values of loyalty, duty, selfless service, and personal courage” (p.3), and although the activities are difficult and challenging, they are not particularly stressful.

The TDC has six stations, each with two identical sets of apparatus. A large company can use both sides or a smaller company can use just one side. After an orientation and safety brief, Soldiers, ideally divided into small groups of 8-10 personnel, move round robin from one station to the next. Generally, the course takes four to six hours to complete; a split company can do concurrent training as appropriate.

At each obstacle, the Drill Sergeants read the tactical situation/mission to the Trainees. They show the Trainees the equipment/resources available to help them overcome the obstacle (boards of differing lengths, rope, gloves, etc.), provide the time standard and instructions on penalties for rule infractions, and allow a short time for the Trainees to plan how they will accomplish the mission. Additionally, the Drill Sergeants read Congressional Medal of Honor (Fort Benning) or Distinguished Service Cross (Fort Jackson) citations, as motivators. Then, the Trainees negotiate the obstacle and participate in a Drill Sergeant-led AAR. Although times vary, the schedule suggests five minutes for planning, followed by 20 minutes for the activity and five minutes afterward for an AAR. Some groups succeed at the task but most do not. The intent of the TDC is not mission accomplishment; it is teamwork development. Thus, the Trainees, through problem-solving activities, learn to rely on each other and work together. Usually there is enough time to complete all six stations in one day; however, weather and other factors may change the events.

## Development of the Training Materials

### *Data Collection*

*Observations.* Observations and interviews conducted at both Fort Benning and Fort Jackson helped develop the Warrior training materials. Multiple iterations of the TDC were observed in BCT at Forts Jackson and Benning, and in OSUT at Fort Benning. Fort Jackson conducts gender-integrated Basic Combat Training with non-combat arms Soldiers. Fort Benning offers male-only BCT as well as male-only OSUT. Between two and six researchers at a time observed Drill Sergeant and Trainee behavior over the four- to eight-hour training day. The interchanges between the Trainees and between the Trainees and the Drill Sergeants were recorded as well as the body language and other behavior that indicated the degree of involvement in the task. Finally, behavior reflecting the Warrior Ethos attributes was noted.<sup>2</sup>

*Interviews.* There were some individual interviews conducted, while others involved multiple personnel in the discussions of Warrior Ethos. Senior leaders and Drill Sergeants at both sites discussed attitudes toward the concept of Warrior Ethos and its application in current training programs, as well as how Trainees accept it. These data, the current Fort Jackson TSP,

---

<sup>2</sup> Observations of the TDC were concurrent with initial development of the Warrior Ethos TSP. Thus, at the beginning of the data collection period, the observers used the definitions of the Warrior Ethos Attributes as a framework to record examples of positive and negative behaviors. Then, when the checklist was developed, the observers used this tool to record the behaviors.

and other training materials aided development of the new TSP and the behavioral checklist for Drill Sergeants to use to document Warrior Ethos-like behaviors for the AAR.

*Video recordings.* Recordings were made of both individual and team behavior. The primary purpose of recording the sessions was to document positive and negative examples of behavior reflecting the Warrior Ethos attributes at each station. The checklist helped code the behaviors.

### *Analysis of Observations*

An analysis of the observational data indicated that Trainees focused on solving the immediate problem (trying to find a solution to the obstacle). The Drill Sergeants told the Trainees that the intent of the TDC was teamwork development; however, sometimes these directions were only provided once. These data indicated that solving the problem at hand was the primary goal for the Trainees. From their perspective and frequently also from that of the Drill Sergeants, team building was incidental.

The coded video recordings were analyzed to determine whether there were patterns associated with any of the stations. If certain attributes and corresponding behaviors were more evident for particular stations, then this information was included as examples in the training material. Although a few preliminary examples follow, they are neither definitive nor exclusive.

*Perseverance* was evident in the Destroyed Bridge and Quicksand stations (see Appendix B) where participants were likely to encourage each other. Across stations, behavior associated with the Perseverance attribute included overcoming frustration, continuing despite obvious physical exhaustion, and identification of ways to work smarter, not harder.

Except for the Destroyed Bridge station, most stations showed behavior demonstrating the *Make Trade-offs* attribute such as comparing and assessing the strengths and weaknesses of potential solutions.

Most behavior associated with *Dependence* appeared on the Destroyed Bridge station, where Trainees requested and used their teammates' physical assistance, not surprising given the nature of the station. Across stations, observable *Dependence* behavior included soliciting ideas and verbal or nonverbal requests for physical assistance.

*Responsibility* was apparent at all stations, especially at the Quicksand Station where leaders emerged and provided physical assistance, generated or relayed a course of action to the team, made sure others understood the plan and received help.

There was little *Adaptability*. On the Short and Difficult Route, non-adaptability was prevalent. Trainees persevered on a single solution that had already failed multiple times.

*Sense of Calling* was evident at the River Crossing and Quicksand stations. Behavior included taking the mission and tasks seriously, ensuring teammates knew the rules, and intentionally not copying from other teams.

While each station showed *Prioritization*, the Quicksand station showed a relatively large amount of prioritizing. It requires management of several resources (multiple boards) and prioritizing their use. In general, observable behavior included resource management and development of a sound plan after several courses of action.

### *Trial Implementations*

The TSP development was an iterative process of testing and refining. Trial training packages were developed and refined, based on feedback from Drill Sergeants and other users in the military training community. The process of obtaining feedback on the training materials also involved some train-the-trainer efforts at each location. For example, one event consisted of meeting with a company's Drill Sergeants, explaining the concept of Warrior attributes and associated behaviors, and suggesting that the TDC is a good place to assess and reinforce the Warrior Ethos tenets and Army values. A second effort involved large-group, seminar-type presentations with opportunities for questions or comments.

### *Final Products*

*The Teamwork Development Course TSP* (Appendix B). The Warrior Ethos TSP follows the format of the original Fort Jackson TSP. It includes teamwork and the Army Values but adds a discussion of the tenets and attributes of a Warrior. As does the original, it provides full descriptions of the equipment and solutions for each station. The introduction to the TSP provides on-site guidance for Drill Sergeants, including pre-event activities. After the introduction, there is a 10-minute lesson on the fundamentals of the Warrior Ethos tenets and attributes. The next section focuses on teamwork; what Trainees can achieve during the event. The final section shows how teamwork development and Warrior Ethos are related and how to observe and enhance Warrior Ethos while Trainees complete the obstacles.

A section of the TSP (see Appendix B (p. B-15), Annex B, page 13) was developed to help Drill Sergeants facilitate mission-focused AARs. The Drill Sergeant is encouraged to let the Trainees do the talking by recalling their own actions and by asking thought provoking questions. By guiding the Trainees through the AAR, the Drill Sergeant can highlight the observed Army Values and Warrior Attributes. The AAR material also includes the checklist (see Appendix A), which is a tool to cue the Drill Sergeant on the behavior to look for during the execution of the TDC. The Drill Sergeant can assess the group from the planning process through execution, and then use the completed checklist as the basis for the AAR.

The final section of the TSP (Appendix B (p. B- 20, Annex C, page 18), Congressional Medal of Honor Citations, was developed in response to a Fort Jackson Trainee's inquiry as to whether any of the Soldiers depicted in the motivational vignettes lived. As a result, the TSP includes new vignettes of living Congressional Medal of Honor recipients. These reworded and shortened citations are easy to understand and to read aloud; peer readings appear to keep Trainee attention focused.



*Train the Trainer Compact Disc.* A final product combined the Warrior Ethos tenets and attributes with the Army values to help the Drill Sergeants understand the concept of Warrior Ethos. Clips, stills or segments from the video recordings taken during the data collection that illustrated the Warrior Attributes as well as stills from combat photos were included on the CD to make the connection between training activities and combat situations. Although the training event described on the CD is the Teamwork Development Course, the material applies to many other training situations.

## Conclusion

Use of the materials in the basic training oriented Teamwork Development Course proved easier in theory than in application; while leaders appeared to embrace the concepts the actual on-site trainers had more difficulty in making changes. In theory, the intent of the six-station event is to build teamwork; however, in practice the conditions create a training environment that primarily focuses on completing the obstacles successfully. Cadre should be encouraged to prevent teams from being overly concerned with relatively unimportant aspects of the problem. Drill Sergeants should reward instances of awareness and appreciation of teamwork and values. Rotating with a specific team facilitates this behavior and watching for examples of Warrior Ethos helps a Drill Sergeant stay involved. Although Trainees always want to know solutions, the post-station AARs should focus on Warrior Attributes and Army Values rather than on the steps required to succeed at the station. AARs, in addition to providing sustain and needs improvement commentary on teamwork and Army Values, could easily also address both positive and negative examples of Warrior Attributes.

The Warrior Attribute checklist may be an effective tool for facilitating AARs. It serves as a memory jogger and a way to organize thoughts before the AAR. It also enables the Drill Sergeant to note changes in the number of Warrior Ethos-like behaviors from station to station (as long as the Drill Sergeant moves from one station to the next with the Trainees). For example, if the first few stations show little evidence for prioritization within the mission (e.g., forgetting the casualty), then the Drill Sergeant can provide this feedback to the Trainees. As the Trainees begin to prioritize better, notes from subsequent stations should reflect the changes in behavior. Drill Sergeants who rotate from station to station are prepared for subsequent AARs; they can mention areas of improvement observed, as well as those still in need of work. The Drill Sergeant, using the checklist as a memory jogger, can refer to it to form the basis of the AAR.

Some Drill Sergeants trained on the material emphasized Warrior Ethos Attributes in the next iterations of the TDC. However, many Drill Sergeants trained on the material did not appear to use the material when executing the TDC or change the way they assessed the Trainees performance. Use of the checklists and other Warrior Ethos training material will only succeed if the Warrior Ethos concept receives on site command emphasis and becomes a "best practice" that spreads through the network of Drill Sergeants. Further, consistent use of the attributes framework throughout the POI is essential; repetition is the key to training both new and more experienced Soldiers. Through repetition, Soldiers, coached by their Drill Sergeants, can begin to learn that Warrior Ethos is more than a concept and possibly incorporate the Warrior Ethos tenets into their own actions on a daily basis.

Warrior Ethos materials are useful in many other training environments because of the ability to link the Warrior Attributes to other Army tasks. Further inculcation of the Warrior Ethos concepts in BCT and OSUT requires consistent reference to and use of the tenet-attribute framework throughout the POIs and when conducting AARs in any initial training. The checklist can be a stand-alone document for almost any circumstance.

The Warrior Ethos Tenets highlighted within the basic training environment are displayed, chanted, and mentioned repeatedly during the training day. The materials developed to enhance the training of Warrior Ethos were well received, but ultimately, the degree to which these materials are used is ultimately the cadre member's or unit choice; implementation of change is slow. A train-the-trainer approach rather than train-the-trainee may be the most promising, and provide a lasting venue for the Warrior Ethos principles. The Teamwork Development Course's Training Support Package represents an important first step.

## References

- 4th Training Brigade (1998, Nov.). *Training support package: Serve as a member of a team (MT1), The Teamwork Development Course*. Fort Jackson, SC: Author.
- Department of the Army. (1999). *Army Leadership* (Field Manual 22-100). Washington, DC: Author.
- Honoré, R. L. & Cerjan, R. P. (2002). "Warrior Ethos," *The soul of an Infantryman* (News from the Front! (January-February). Fort Leavenworth, KS: Center for Army Lessons Learned (CALL).
- Riccio, G., Sullivan, R., Klein, G., Salter, M., & Kinnison, H. (2004). *Warrior Ethos: Analysis of the concept and initial development of applications* (ARI Research Report 1827). Arlington, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.
- Sullivan, R., Salter, M., Klein, G., & Riccio, G. (2005). *Enhancing Warrior Ethos in initial entry Soldiers: Interim report*. (Available from the U.S. Army Research Institute for the Behavioral and Social Sciences, P.O. Box 52086, Ft. Benning, GA 31995-2086)



Appendix A

Drill Sergeant Checklist

<b>WARRIOR ETHOS</b> <i>and Warrior Attributes</i>	<i>AAR Notes</i>
<b>MISSION FIRST: Prioritization</b>	
developed sound <b>plan</b>	
<b>selected</b> best course of action	
identified and <b>managed</b> resources	
<b>NEVER ACCEPT DEFEAT: Trade-offs</b>	
considered <b>multiple ideas</b> without turmoil	
<b>weighed</b> all recommendations	
team <b>task-organized</b>	
<b>NEVER QUIT: Dependence</b>	
all individuals <b>participated</b>	
asked for ideas/help from all	
group <b>helped</b> overcome individual limitations	
<b>NEVER LEAVE A FALLEN COMRADE: Responsibility</b>	
team-oriented <b>leader</b> concept	
leaders <b>respect</b> suggestions of others	
<b>understood consequences</b> of own actions	
<b>MISSION FIRST - NEVER ACCEPT DEFEAT: Adaptability</b>	
<b>rehearsed</b> or assessed solutions	
considered new <b>alternatives</b>	
applied <b>lessons learned</b>	
<b>NEVER QUIT – NEVER LEAVE A FALLEN COMRADE: Sense of calling</b>	
took mission and tasks <b>seriously</b>	
understood values in <b>details</b> of task	
team learned <b>on its own</b>	
<b>MISSION FIRST - NEVER ACCEPT DEFEAT- NEVER QUIT - NEVER LEAVE A FALLEN COMRADE: Perseverance</b>	
<b>overcame</b> frustration	
identified ways to <b>work smarter</b> , not harder	
<b>sustained</b> attitude	

Appendix B

WARFIGHTER'S TRAINING SUPPORT PACKAGE:

*Teamwork Development Course (TDC) - Serve As a Member of a Team (Mt1)*

**WARFIGHTER'S TRAINING SUPPORT PACKAGE:**  
*Teamwork Development Course (TDC) - Serve As a Member of a Team (Mt1)*

<b>Table of Contents</b>	<b>Page</b>
<b>Teamwork Development Course Serve as a Member of a Team: Task/Conditions/Standard</b>	<b>1</b>
<b>Guidance to Cadre</b>	<b>1</b>
<b>Planning</b>	<b>1</b>
<b>Training Overview</b>	<b>2</b>
<b>Safety</b>	<b>2</b>
<b>Sequence of Events</b>	<b>2</b>
<b>Training for the Warrior's Teamwork Development Course</b>	<b>3</b>
<b>Activity 1. What is Warrior Ethos?</b>	<b>3</b>
<b>Activity 2 .The Tenets of Warrior Ethos</b>	<b>4</b>
<b>Activity 3. Attributes of a Warrior</b>	<b>5</b>
<b>Activity 4. What Makes an Effective Member of a Team?</b>	<b>6</b>
<b>Activity 5. Demonstrate Warrior Ethos –Operation of the TDC</b>	<b>6</b>
<b>Annex A. Descriptions and Solutions</b>	<b>7</b>
<b># 1 The Short and Difficult Route</b>	<b>7</b>
<b>#2 Cliffhanger</b>	<b>8</b>
<b>#3 Quicksand</b>	<b>9</b>
<b>#4 Destroyed Bridge</b>	<b>10</b>
<b>#5 River Crossing</b>	<b>11</b>
<b>#6 One Rope Bridge</b>	<b>12</b>
<b>Annex B. After Action Review and Drill Sergeant Checklist</b>	<b>13</b>
<b>How to Conduct a Mission Focused AAR</b>	<b>13</b>
<b>Drill Sergeant Teamwork Development Course Checklist</b>	<b>14</b>
<b>Drill Sergeant Guide to Using Checklist to Prepare for AAR</b>	<b>15</b>
<b>Annex C. Warrior Ethos and Congressional Medal of Honor</b>	<b>18</b>
<b>Warrior Ethos Introduction to the Teamwork Development Course</b>	<b>18</b>
<b>The Congressional Medal of Honor</b>	<b>18</b>
<b>Examples of Living Congressional Medal of Honor Recipients (presented alphabetically)</b>	<b>18</b>



## ***Warfighter's Training Support Package (TSP)***

### ***Teamwork Development Course: Serve As a Member of a Team***

**TASK:** Understand the meaning and attributes of a Warrior and of team membership, and the importance of teamwork in Warrior development. Demonstrate teamwork in a practical exercise, the Teamwork Development Course (TDC).

**CONDITIONS:** Given cadre instruction, simulated tactical situations, and limited resources, you will act as a leader or team member within your squad to overcome obstacles at six stations.

**STANDARD:** Within 40 minutes, Soldiers move to a station, receive an orientation brief, develop a plan, negotiate the station, and take part in a Drill Sergeant-led After Action Review.

**REFERENCES:** Tenets and Attributes of Warrior Ethos; see also Annexes A, B and C.

### ***Guidance to Cadre***

The Teamwork Development Course builds Warrior Ethos and teamwork by giving Soldiers an opportunity to complete missions while showing behavior in line with Army Values and the Warrior Ethos. This TSP provides a *full overview* of the TDC. Annex A has descriptions of each station and solutions. Do *not* read the solution to the Trainees. Use Annex B (AAR Suggestions) and checklists in preparation for the AAR. Cover Warrior attributes and values in the AAR, based on observation of individual and squad performance as members of a team. Use Annex C (Congressional Medal of Honor Citations) as training tools *during the execution* of the TDC. The fact that many Medal of Honor winners are still alive becomes a motivator. Drill Sergeants should carry and refer to the TSP during execution of the TDC.

### ***Planning***

Recon the TDC prior to execution, preferably as another unit executes the course. If possible, report to the site early to pre-position training aids at each station. Ensure each station has the correct boards, ropes, etc. After training, account for and secure all materials.

The TDC has six pairs of duplicate stations; a large company can use both sides. Divide into squads; ideally 8-10 Soldiers per squad. After the orientation, safety brief, and Warrior Ethos instruction, squads move to the stations. Allow four or more hours for the TDC; conduct concurrent training as appropriate.

Each station has a chalkboard/whiteboard showing steps on how to get the mission done (figure out the mission; gather resources; make a plan; execute the plan). Coach the Soldiers through the process. The boards are available for the AAR where Drill Sergeants focus on teamwork and how well the team demonstrated skills and behavior related to Warrior Ethos, rather than on "solutions" to the station. During the TDC, impose time penalties or assess casualties for violations only if this enhances learning or teamwork development.

**Training Overview**

At the TDC briefing area (usually bleachers), the Primary Instructor reads or summarizes preliminary material on Warrior Ethos (Activities 1, 2, 3 and 4) and briefs course layout and safety. Total time should be no more than 20 minutes, and should include reading a Congressional Medal of Honor Citation (Annex B) as a motivator. Activity 5 begins the TDC. Drill Sergeants watch Soldiers execute the course, focusing on team-oriented behavior and performance. Emphasis is on working as a team, not on the correct solution. Permanent chalk/whiteboards and markers are at each station.

The unit divides into squads. At the signal, each squad moves to a prearranged station for a "shotgun start" and round robins to each station in order to complete all six events. The TDC requires a Drill Sergeant at each station; **Soldiers receive better training when Drill Sergeants rotate with their squads** instead of remaining at one station. Other Drill Sergeants may serve as safety personnel. Each timed station has a suggested total of 40 minutes per event. Time includes movement, a mission brief, planning and execution of the event, and an AAR. It is important to stay on schedule. Drill Sergeants brief the mission to the squad near the sign at each station; Soldiers can refer to the written steps when making their plan. Read or have a Soldier read a Medal of Honor Citation. **Do not designate** a group leader; wait for a leader to emerge. If one leader dominates, assess that Soldier as a casualty to force others to assume responsibility.

**Safety**

Cadre conduct the safety briefing IAW local SOPs.

**Sequence of Events**

Event	Duration
Set up range	Approximately 1 hour
Cadre-led class on Warrior Ethos and Teamwork	20 minutes
TDC Orientation and Safety Brief	5 minutes
Divide into squads	5 minutes
	} 30 min
Double time to station	1 minute
Drill Sergeant brief task; read Medal of Honor Citation	2 minutes
Task execution (includes planning time)	25 minutes
Re-set equipment	2 minutes
Drill Sergeant leads AAR	10 minutes
	} 40 min

**An audible signal indicates movement to stations; repeat, until groups have completed all six stations.**

## *Training for the Warrior's Teamwork Development Course*

A Drill Sergeant reads or summarizes this material for the Soldiers.

### *What is a Warrior?*

In the Iroquois tongue Warrior means "one who protects the Sacred Origins," the man or woman whose honor and duty before God flows from a commitment to protecting the people and the whole web of life that ensures the people's well being. According to the Lakota Brave Heart Warrior Society, a Soldier follows orders and fights because he is told to. He is externally motivated and disciplined by his commanders. The Warrior, by contrast, is self-disciplined. A Warrior knows why he fights because he has searched his own heart's motives and has consciously and intentionally chosen to pay the price with full awareness of what will be needed off the battlefield when it is over. [Muse, S. (2005). *Fit for Life, Fit for War: Reflections on the Warrior Ethos*. *Infantry Magazine*. 94-2, 23-27.]

### *Activity 1. What is Warrior Ethos?*

Warrior Ethos is the heart of the Soldier's Creed. It describes the core of an American Soldier, the glue that bonds Soldiers together as a team. Warrior Ethos is summed up: I will always place the mission first; I will never accept defeat; I will never quit; I will never leave a fallen comrade. Warrior Ethos ensures that Soldiers, whatever rank, branch or MOS, are ready to engage the enemy in close combat, while serving as a part of a team of flexible, adaptable, well-trained and well-equipped Soldiers. Warrior Ethos is critical to everything the Army does. It is the basis of leader decision-making, and impacts at every level from a General Officer to the most junior Soldier. Warrior Ethos defines the American Soldier and reflects the Army Values.

Warrior Ethos is a complex personal idea. The challenge is to find a way for every Soldier to understand, learn, and display the principles of Warrior Ethos. Basic Training gives all Soldiers opportunities to demonstrate Army values. You learn attitudes, values, and behavior associated with Warrior Ethos during basic training. You keep these values for the rest of your life. Warrior Ethos is an attitude that prepares you for combat. Your lifestyle and daily behavior reflect and reinforce Warrior Ethos regardless of the situation. Warrior Ethos goes with you to your advanced training, and your unit. Soldiers with Warrior Ethos have common goals and behavior.

Warrior Ethos showed in the 3 Oct 1993 actions and heroism of MSG Gary I. Gordon and SFC Randall D. Shughart. They received the Congressional Medal of Honor while serving as part of a Sniper Team with the U.S. Army Special Operations Command in Mogadishu. If you have seen the movie *Black Hawk Down*, you know the story.

MSG Gordon's sniper team provided precision fires from the lead helicopter during an assault and at two helicopter crash sites, while subjected to automatic weapons and RPG fires. When Gordon heard ground forces were not available to secure the second crash site, he and Shughart volunteered to be inserted to protect the four critically wounded personnel. Equipped with only sniper rifles and pistols, MSG Gordon and SFC Shughart,

under intense enemy small arms fire, fought their way through a maze of shanties and shacks to reach the critically injured crew. They pulled the pilot and other crew from the aircraft, establishing a perimeter that placed them in a vulnerable position. They killed an undetermined number of attackers while traveling the perimeter, protecting the downed crew. Their actions saved the pilot's life. Shughart continued protective fire until he expended his ammunition, and was fatally wounded. After his ammunition was gone, Gordon returned to the wreckage, gave a rifle with the last five rounds of ammunition to the pilot, radioed for help, and armed only with his pistol, continued to fight until his death. [Available from <http://www.army.mil/cmh-pg/mohsom.htm>]

## **Activity 2. The Tenets of Warrior Ethos**

***I Will Always Place the Mission First.*** Mission First shows priority of tasks. This occurs on the battlefield and in training. It allows Soldiers and Leaders to rank order or prioritize what has to be done. The primary task is the unit's or the Soldier's mission. The idea of mission first comes from the oath of office or enlistment and the UCMJ. We all began our Army careers with the swearing in ceremony and the oath of enlistment. We said: "I, \_\_\_\_\_, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God." If you consider this oath as a mission statement, it creates a framework for putting the mission first, swearing to "support and defend the Constitution of the United States." The challenge is to accomplish your mission while you look out for your fellow Soldiers. Mission first means prioritizing competing tasks. We balance personal needs for safety and comfort with mission requirements. Delaying specific actions because of conflicting priorities does not mean you are not placing the mission first; it means you have balanced and prioritized.

***I Will Never Accept Defeat.*** Not accepting defeat is part of the Code of Conduct that requires every Soldier to fight and not to surrender. All Soldiers expect to fight for as long as they can resist even if there is temporary failure. Soldiers try to find ways to continue the fight and achieve victory. There are examples where Soldiers and units, seemingly defeated, continue to fight, or, disengage, to live to fight again. This is another way of looking at not accepting defeat. This does *not* mean we train for suicide missions like our enemies in the global war on terror. We operate within the Rules of Land Warfare, regardless of enemy actions, but *we fight to win*.

***I Will Never Quit.*** When does a Soldier stop the fight? When is it wise to save your Soldiers rather than to sacrifice lives needlessly? Throughout history, commanders have surrendered when outnumbered. As American POWs have shown, it is possible to resist a captor for a long time. Physical and mental toughness (not giving in to mind games) and spiritual fitness (faith in the unit, leaders, country and a higher being) help reinforce the "never quit" tenet. This toughness lets a Soldier pursue the mission against overwhelming odds. Never quit means not letting yourself or your buddies down. This comes from the belief that other Soldiers depend on you and that to quit will endanger your friends. Never quit is a personal decision but comes from unit cohesion. Cohesion brings close ties to other Soldiers; each Soldier is responsible for group success, and to protect the unit from harm. Cohesion gives Soldiers confidence and assurance that someone they trust is watching out for them.

-Page 4-

***I Will Never Leave a Fallen Comrade.*** Soldiers enter into danger because they have trust and confidence that their Country and leaders will not abandon them. While it may not be possible to recover injured or killed in the heat of battle, our Country pursues their recovery until all dead or missing are accounted for. The Central Identification Laboratory in Hawaii continues to identify remains of Soldiers lost in action in World War II and Korea. Extensive efforts to recover fallen Soldiers came after the Viet Nam War and you have seen recent efforts to account for all Soldiers. This gives an individual Soldier peace of mind to maintain the “never quit” attitude, assured that others will “never leave a fallen comrade.”

***Faith in Themselves and Their Comrades.*** Underlying the four tenets of Warrior Ethos is knowledge that other Soldiers also behave with Warrior Ethos. Once we are sure we are being looked after, and as much as possible, our personal safety assured, we can maintain the fight, knowing we are not alone. This is important because it relates to protecting each other, and provides some relief from combat stress. Soldiers want to know that if they are wounded their buddies and unit will fight to prevent their capture. They expect medical treatment in a timely manner, and if needed, their remains repatriated. This gives a level of comfort and trust among Soldiers that is essential to combat performance at the small unit level. This *is* Warrior Ethos.

### **Activity 3. Attributes of a Warrior**

Warrior Ethos has seven attributes. They are the ability to Accept Responsibility for Others; Accept Dependence on Others; Set Priorities; Make Tradeoffs; Adapt to Change; Be Motivated by a Sense of Calling; and Persevere.

***Take Responsibility for Others.*** Warrior Ethos means that each of us, part of a team, is counted on by others to perform our mission and tasks. All Soldiers must be aware of their team status, and accept their roles, remembering that other Soldiers rely on them to do what is expected, and to help each other where and when needed. Failure by one Soldier to do a job means that another must assume the workload. There is no Warrior Ethos if an individual can perform but does not.

***Accept Dependence on Others.*** Warrior Ethos means we trust our fellow Soldiers to accomplish their missions and tasks. We depend on our buddies for help and personal security. Teamwork gets the mission done and provides assurance that team members survive and fight again. Depending on others means allowing others to do their jobs, knowing that they will. No Soldier is alone in the fight.

***Set Priorities.*** With *mission first* as its first tenet, Warrior Ethos requires a Soldier to prioritize tasks for mission accomplishment. All Soldiers have tasks to perform on a daily, hourly and, sometimes, minute-by-minute basis. This requires priority of work based on knowing what is most important.

***Make Tradeoffs.*** Warrior Ethos means making trade-offs in tactics, techniques and procedures. Every situation presents different opportunities and penalties for poor decisions. Often there are no right answers, or the way to the final outcome is not readily apparent, but knowledge of the desired end state presents the opportunity to change behavior to ensure that outcome.

***Adapt to Challenges.*** Warrior Ethos requires flexibility, and adaptability to changes in mission and unexpected, often unpleasant, surprise. A change in mission could be created by the enemy, weather or terrain. We must accomplish the mission regardless of changes.

***Motivated by a Sense of Calling.*** Warrior Ethos means motivation from Army values and belief in the cause for which the Army fights – Duty, Honor, Country. Soldiers need to know why they are fighting and to believe it is right. For some this comes with the Oath of Allegiance; for others the beliefs and practices of a religious faith; for others it is simply the knowledge that what they are doing is the right thing to do. This helps Soldiers persist in the face of danger or defeat; it helps us display behavior consistent with the Warrior Ethos of an American Soldier.

***Persevere.*** Warrior Ethos means an ability to work through hard times, to persevere, and to live the four tenets of Warrior Ethos (*mission first - never quit – do not accept defeat – leave no comrade behind*). In combat and training, we meet resistance as we try to execute planned tasks. Often it appears easier to quit than to complete the task. You must draw on your inner strength, your Warrior Ethos, to endure adversity and persist. This persistence requires tasks be completed in ways that reflect and reinforce Army Values and the attributes of a Warrior.

#### **Activity 4. What Makes an Effective Member of a Team?**

**Common Goals, Values and Ethos.** You cannot succeed in the Army or on the TDC if you cannot work as a member of a team, working together toward a common goal. The phrases, “we will,” “we can,” “our platoon,” describe a common goal or interest. Your experience and abilities help your unit to meet team goals. You have learned the Army values and tenets of Warrior Ethos; the real test is how you use them in your daily activities. Ask yourself, “Am I a good team player? Am I a Warrior?” If not, become one. Work on this today. Success requires commitment by everyone on the team. Pride in team membership is esprit de corps, you are glad to be on the team, confident in its ability, and are willing to sacrifice for the good of the team. Cohesion is the “glue” to bring people together on a team. It helps Soldiers develop and sustain resolve to accomplish the unit’s mission. Cohesion develops strong interpersonal relationships (bonding), commitment, and perseverance – the shared tenets of Warrior Ethos.

#### **Activity 5. Demonstrate Warrior Ethos –Operation of the TDC**

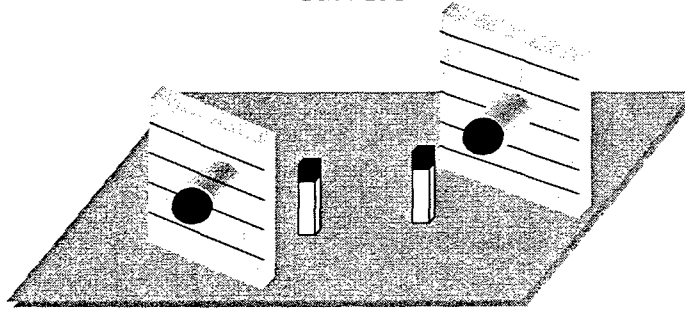
Whether you are in combat, or on the TDC, you must undertake four steps before you can accomplish your mission:

**Step 1:** Figure out what mission your team must accomplish; **Step 2:** Gather the resources available; **Step 3:** Figure out your plan and what each person will do; **Step 4:** Enthusiastically and aggressively execute your plan.

Today you can show Warrior Ethos as you execute the TDC. You will move with your squad from one station to another, as a member of a team. You will receive your mission, and execute your task. At each station, your Drill Sergeant will lead an After Action Review, an AAR. The Drill Sergeant will make notes and relate performance to the tenets and attributes of Warrior Ethos and to the Army Values. Today, you will place the mission first; you will not accept defeat; you will not quit; and you will not leave your fellow team members.

–Page 6-

**Annex A Descriptions and Solutions**  
Warrior Challenge # 1  
**The Short and Difficult Route-Double  
Culvert**



**Situation** - Your squad is moving to establish an ambush in an area used for IED attacks on passing coalition vehicles. You come upon the **Short and Difficult Route**.

**Mission** – Your squad must cross the obstacle in order to establish your ambush position to prevent insurgents from emplacing IEDs.

**Condition** – Given one 2" x 8" x 9' (long board), one 2" x 8" x 8'8" (medium), one 2" x 8" x 6'2" (short), one 4" x 4" x 12', one 8' x 5/8" rope, ammo crate and your team

**Standard** – Negotiate the route, taking the ammunition box and everything you use with you. You may not jump on any part of the obstacle, or touch the ground prior to entering the first culvert, or between culverts. You may not touch any area painted white. If you do, you are assessed a 15 second time penalty. You have 5 minutes to develop a plan and 20 minutes to execute your mission. Do you have any questions? Begin work.

*Safety and Other Instructions*

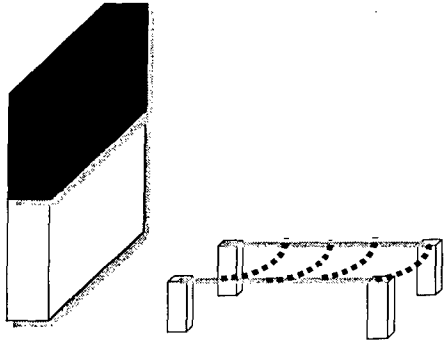
1. Insure all planks are firmly seated before team members pass over them.
2. Do not allow squad members to jump from any part of the station at any time.
3. Soldiers may not touch the sand pit.
4. All personnel and equipment must be on the ground past the culvert.

**Solution 1: The Short and Difficult Route.**

1. Put one person in first culvert. Pass medium plank to that person who places plank on the closest post and crawls out to the post.
2. Second person crawls to center of first plank. Third person passes 4" x 4" to second who passes it to the first who ties the rope near the far end of the plank.
3. First person spans two posts with the 4" x 4" insuring the plank is on the post and not on the medium plank. Use the rope to lower the 4" x 4" from first post to the second.
4. All personnel crawl through first culvert and along medium plank to the 4" x 4" taking all equipment. All personnel are on the 4" x 4". Last person retrieves long plank and passes it forward. One person (or more) ties the long plank to the short. Tied planks span from the second post to the second culvert.
5. All personnel crawl along the boards and through the second culvert except last person who remains on the tied planks. Last two members retrieve 4" x 4" and pass through culvert, then crawl through the culvert; person in culvert retrieves tied planks.

-Page 7-

## Warrior Challenge # 2 Cliffhanger



**Situation** - Your squad is evacuating a box of photos, evidence of insurgent torture of Iraqi citizens and other nationals. The evidence is of intelligence value and useful to the Iraqi government to prosecute terrorists in captivity. You must protect the evidence and deliver it to the company command post (CP) for evacuation from the city. En route to the CP your squad encounters the **Cliffhanger**. Your squad must scale the cliff and cross the washed out chain bridge. Time is critical and the situation does not permit you to find an alternate crossing.

**Mission** - Your squad crosses the **Cliffhanger** to continue the evacuation of the photo box.

**Condition** – Given a 2" x 8" x 8' board, a 15' rope, a crate and your team.

**Standard** - All members must scale the wall, then cross the span and take the container across while maintaining security. The pit and sides of the bridge are off limits. You may not throw the container across the bridge. A 15-second time penalty occurs if you touch the side rails, if the plank, container or a team member touches the pit or any area painted white. You have 5 minutes to develop a plan, and 20 minutes to execute your mission. Do you have any questions? Begin work.

### *Safety and Other Instructions*

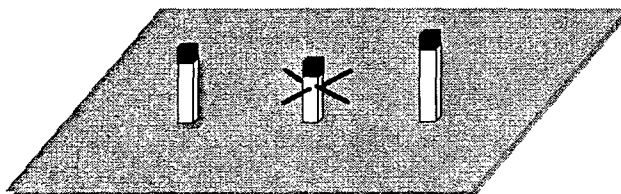
1. Do not allow squad to throw equipment; do not allow use of pistol or uniform belts
2. Assign spotters; even agile Soldiers will have difficulty scaling the cliff and crossing the river on an unstable platform
3. This tests the squad's ability to work together as a team; ensure safety as they climb.

### **Solution 2: Cliffhanger.**

1. Squad helps one member over the wall to place a small board on the first two chains of the bridge.
2. Member then lies down on the rest of the chains creating a human bridge.
3. Other squad members cross over the Soldier's back, bringing the container with them.



Warrior Challenge # 3  
**Quicksand**



**Situation** – Your squad is carrying badly needed ammo resupply. In front of your path is **Quicksand**, the left and right limits of which you cannot determine. If you search for an alternate route, your platoon will run out of ammunition and be overrun by the enemy force. Your squad must cross the **Quicksand** on the stumps of the bridge to resupply your platoon.

**Mission** – Your Squad crosses the **Quicksand** to resupply your platoon with ammunition.

**Condition** – Given a rope, 30' x 5/8", one 2" x 8" x 8' board, one 2" x 8" x 11' board, an ammo crate, and your team.

**Standard** – Cross the **Quicksand** taking the ammo crate and all equipment used with you. No jumping is allowed. Maintain security as all team members cross. Team members may not go around the **Quicksand**. You may be assessed a penalty if anything or any person hits the white paint or touches the inside of the quicksand. You have 5 minutes to develop a plan, and 20 minutes to execute your mission. Do you have any questions? Begin work.

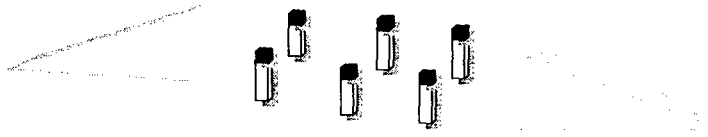
*Safety and Other Instructions*

1. Ensure the crate is handled safely to keep it from injuring team members, especially at the middle stump.
2. Squad members may not go around the station.

**Solution 3: Quicksand.**

1. Use a plank to mount the first stump to avoid touching the sand.
2. Put a plank from the first stump to the second stump, send two people to the middle stump and then send one across to the last stump.
3. The person in the middle brings the plank back to the first stump. Place the crate on the plank; third person slide it out to the middle stump. Place the crate over the middle stump and slide the plank about 1 1/2 feet toward stump three so the second person can sit on it. The first person sits on the third stump and the third person gets on the pipes in the middle. The person waiting there puts the plank onto the stump. Third person gets off pipes and slides the crate over last stump and off the end.
4. The second person on the middle stump then rotates the plank in the same way to get all team members across. The rope is a distracter only.

## Warrior Challenge # 4 **Destroyed Bridge**



**Situation** – You are transporting urgently needed supplies to your battalion. You have come upon a **Destroyed Bridge**. You must cross to the other side, with all your people and equipment, including boards and a 55-gallon drum filled with transmission fluid. You do not have time to look for a way around the **Destroyed Bridge** as the enemy is approaching; leave nothing behind for the enemy to use.

**Mission** – Your team crosses the **Destroyed Bridge** to bring the supplies to friendly forces.

**Condition** – Given one 2" x 8" x 8' board, one 2" x 8" x 10', one 2" x 8" x 12', one 55 gallon drum and your team.

**Standard** – Team crosses the **Destroyed Bridge** with the barrel and all equipment. Two Soldiers must control movement of the drum. A foul occurs when an item of equipment or the drum touches the pit, or if a team member falls in the pit. Penalties include the loss of personnel that fall into the pit or a 15-second penalty. You have 5 minutes to develop a plan, and 20 minutes to execute your mission. Do you have any questions? Begin work.

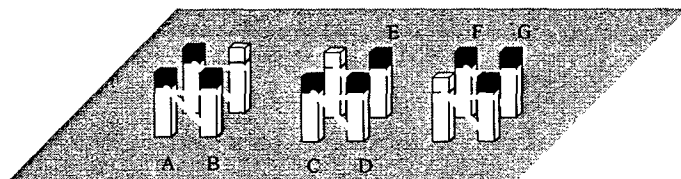
### *Safety and Other Instructions*

1. Two Soldiers must handle the drum.
2. Watch for the drum and individuals falling into the pit.
3. Urge individuals to utilize the pit to break their fall if needed; otherwise the pit is off limits.

### **Solution 4: Destroyed Bridge.**

1. Lay a catwalk, using the appropriate plank for each distance. Butt or overlap the planks so that they can be recovered from the far side. Drill Sergeants must check to ensure proper distribution of personnel and equipment weights, so unanchored planks will not flip over.
2. Roll the barrel across. Recover the planks.

## Warrior Challenge # 5 River Crossing



**Situation** – You are moving a critically wounded team member to the casualty collection point. The casualty is litter urgent and must reach the collection point within one hour. You come upon the River crossing with only the remains of a bridge. Some of the supports may be booby-trapped. You cannot find a bypass, and your team member will die if you do not reach the casualty collection point.

**Mission** – Your team conducts the **River Crossing** to prevent loss of life.

**Condition** – Given one dummy, one litter, one 2" x 6" x 58" board, one 2" x 6" x 72", and three 2" x 6" x 46" boards and your team. Do not leave any equipment on the enemy side of the bridge.

**Standard** – The casualty and all team members must cross the river safely while maintaining security. Be careful not to touch areas that may be booby-trapped. Safety is important. Do not jump from one set of pilings to another. A foul occurs when a team member touches the area painted white, touches the pit, or if the litter is dropped or handled roughly. Team members may touch the pit in order to mount the station. You have 5 minutes to develop a plan, and 20 minutes to execute your mission. Do you have any questions? Begin work.

### *Safety and Other Instructions*

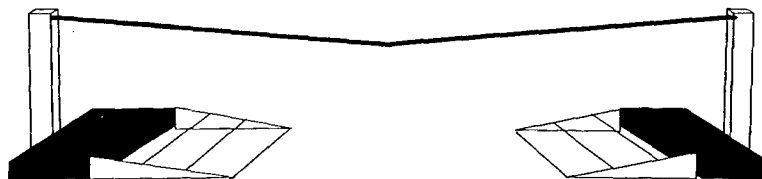
1. Do not allow team members to hold one end of the litter and jump.
2. Watch the placement of planks into precarious positions.
3. Do not allow members to throw planks or equipment or to jump between pilings.
4. Be certain members do not touch the pit except to mount the obstacle.
5. Penalties consist of re-placing the dummy or litter at the starting position.
6. Recover all planks.

### **Solution 5: River Crossing.**

1. One person places the 46" plank from A to B; the 58" plank from B to C; the 46" plank from C to D; the 46" plank from D to E; the 72" plank from E to F; steps over the space from F to G, gets down and recovers the litter and hands it to the number two person who returns it to the near side.
2. The third person mounts the bridge with number two person. Pass the dummy in the litter up to the two Soldiers and they move across.
3. The second person then hands his end of the litter down to the person on the ground then dismounts the bridge. The third person then walks the litter forward and hands it to number two. Number three returns to the start and helps the rest of the team up and they cross, then recover the planks.

–Page 11–

Warrior Challenge # 6  
**One Rope Bridge**



**Situation** - Your squad is evacuating an unconscious litter casualty with a compound fracture of the femur. The casualty is in shock. You come upon a **One Rope Bridge** over a gorge. It is impossible to traverse down the sides of the dry creek bed and there is no alternate crossing site. Further delay may result in amputation of the casualty's leg.

**Mission** - Your squad crosses the **One Rope Bridge** to continue the evacuation of your casualty.

**Condition** – Given a pulley system, One 2" x 6" x 36" board, one litter, one 30' x 5/8" rope, one 12' x 5/8" rope, twelve (12) 6' x 5/8" ropes, two (2) cargo straps (or ropes) 6', twelve (12) Snaplinks, one dummy, 16 pair heavy duty work gloves, and your team.

**Standard** - Safely move the wounded Soldier, your patrol and all equipment across the only route available, the one rope bridge. Only two personnel may be on the cable at one time; Soldiers **must wear gloves when traversing the cable**. A foul occurs when any Soldier or piece of equipment touches the pit, the ground or any part of the framework of the pit area between the two platforms. You have 5 minutes to develop a plan, and 20 minutes to execute your mission. Do you have any questions? Begin work.

*Safety and Other Instructions*

1. If team member is hanging from cable, tell him/her to drop into the pit, not swing to edge.
2. No more than two personnel on the cable at one time.
3. Personnel must wear gloves while traversing the cable.
4. Use spotters with arms up in a ready position. **This is a site of potential injuries.**
5. Use the pulley system. Swiss seats and snap links are available for Soldiers trained in their use. Do not hook snap links into BDU belts.
6. Be especially observant when the litter gets to the far side; danger is possible
7. Account for all gloves and snap links before leaving the station.

**Solution 6: One Rope Bridge.**

1. Construct seat out of board and rope; attach seat to pulley system.
2. Tie two 6' ropes to end of litter with a snap link
3. Send one person over the cable for security.
4. Next person takes the 30' rope over to the far side.
5. Team raises litter up and snaps it onto the cable.
6. The other person pulls litter over; then the team follows.

## **ANNEX B: After Action Review and Drill Sergeant Checklist**

The Drill Sergeant leads an informal mission focused AAR, highlighting specific values or tenets of Warrior Ethos observed. Each AAR lasts *less than ten minutes*; therefore, the Drill Sergeant does not need to discuss all values and tenets during every AAR. This short discussion includes squad members and focuses directly on tasks and goals to be accomplished. The purpose is not to judge success or failure but to discover why things happened. Soldier participation is key so more of the event is recalled and more lessons are learned and shared.

### **How to Conduct a Mission Focused AAR**

Do not start until all Soldiers are present. Give an introduction and explain the rules: no personal attacks, only one person speaks at a time, everyone contributes, etc. Ask Soldiers if they accomplished the task. Once they determine success or failure, focus the AAR on key points. Use leading questions to involve Soldiers; encourage participation. Do not turn the AAR into a critique. Let Soldiers do the talking. Ask, "What happened?" Have Soldiers recall *their own* actions. Have a Soldier describe what he/she did, not what someone else did. Ask leading and thought provoking questions that focus on the tenets and attributes of Warrior Ethos. When a Soldier brings up a negative action, ask, "How could you do it different?" or "Is there a better way to accomplish this task?" Handle complaints in a positive manner.

**Step 1:** Did they figure out their mission? Did everyone understand?

**Step 2:** Did they gather all available materials?

**Step 3:** Did they have a plan? Was it simple, and did everyone understand? Did they figure out how to accomplish the mission, and what each team member would do?

**Step 4:** Did they enthusiastically and aggressively execute their plan?

**Step 5:** What should the Squad sustain and improve?

Ask these questions and guide Soldiers through the AAR, highlighting the Values and Warrior Ethos attributes observed. Have the Soldiers briefly restate the mission; cover how the squad organized itself and conducted planning. Summarize the AAR with the key lessons learned. Have Soldiers identify three strengths (things they did well) and three weaknesses (things they must improve).

**The Drill Sergeant Teamwork Development Course Checklist** shown next is a guide to making notes for the AAR. The tenets and attributes of Warrior Ethos are shown with some performance examples and space for notes. The Army Values are the background for the tenets; they are always visible in a description of Warrior Ethos. Next, there are more examples of Warrior Ethos, and examples of items providing a friction or barrier to Soldiers, preventing them from showing Warrior Ethos. Drill Sergeants who are familiar with these behaviors will notice them and be able to provide corrective action as required. During each station, the Drill Sergeant may use the Checklist to make notes about the squad and individuals, relating performance to Army Values and Warrior Ethos.

## Drill Sergeant Teamwork Development Course Checklist

<b>WARRIOR ETHOS</b> <i>and Warrior Attributes</i>	<i>AAR Notes</i>
<b>MISSION FIRST: Prioritization</b>	
developed sound <b>plan</b>	
<b>selected</b> best course of action	
identified and <b>managed</b> resources	
<b>NEVER ACCEPT DEFEAT: Trade-offs</b>	
considered <b>multiple ideas</b> without turmoil	
<b>weighed</b> all recommendations	
team <b>task-organized</b>	
<b>NEVER QUIT: Dependence</b>	
all individuals <b>participated</b>	
asked for ideas/help from all	
group <b>helped</b> overcome individual limitations	
<b>NEVER LEAVE A FALLEN COMRADE: Responsibility</b>	
team-oriented <b>leader</b> concept	
leaders <b>respect</b> suggestions of others	
<b>understood</b> consequences of own actions	
<b>MISSION FIRST - NEVER ACCEPT DEFEAT: Adaptability</b>	
<b>rehearsed</b> or assessed solutions	
considered new <b>alternatives</b>	
applied <b>lessons learned</b>	
<b>NEVER QUIT – NEVER LEAVE A FALLEN COMRADE: Sense of calling</b>	
took mission and tasks <b>seriously</b>	
understood values in <b>details</b> of task	
team learned <b>on its own</b>	
<b>MISSION FIRST - NEVER ACCEPT DEFEAT- NEVER QUIT - NEVER LEAVE A FALLEN COMRADE: Perseverance</b>	
<b>overcame</b> frustration	
identified ways to <b>work smarter</b> , not harder	
<b>sustained</b> attitude	

## **Drill Sergeant Guide to Using Checklist to Prepare for AAR**

### **MISSION FIRST: Prioritization. (Understanding key points)**

- Develop sound plan
- Understand requirements (personnel and equipment)
- Consider potential problems
- Share plan with all
- Select (best) course of action
- Aware of most important (casualty); do not get lost in details
- Consider order of operations; avoid dead ends
- Identify and manage resources
- Aware of time taken in each step and impact on time remaining
- Understand roles of individuals and inter-dependence
- Use materials appropriately

Friction: Some resources are misleading

Materials have multiple uses; not all are relevant

Some resources (e.g., fuel drum) are not realistic

Physical demands more real than mission restrictions

Simulation is unrealistic; stations are test of strength and agility

Penalties for fouls may disrupt battle rhythm

Drill Sergeant needs to focus on mission and teamwork

### **NEVER ACCEPT DEFEAT: Trade-offs (Manage conflict and chaos)**

- Consider multiple ideas without turmoil
- Encourage recommendations from all
- Avoid team conflict, and many people talking at once
- War-game solutions; consider advantages and disadvantages
- Choose smart use of materials and personnel
- Team task organizes
- Team has unity of purpose; allocate resources
- Aware of repeated use of same Soldiers across stations
- Aware of teamwork within team

Friction: Differences in difficulty of tasks, Soldier and team capabilities

Different strength, agility, and size may require several solutions

Least capable personnel may slow completion

Some individuals may want/accept the same role from station to station

Penalties may not deter bad behavior

### **NEVER QUIT: Dependence (Respect, understanding, cooperation)**

- All Soldiers participate
- Do not rely on a few Soldiers
- Use abilities of specific individuals (size, strength)

- Work as a unit, not against each other
- First Soldiers across obstacles stay involved
- Compensate for each other's strength and balance limitations
- Discover this part of dependence
- Understand link between helping and depending on
- Use interdependence to demonstrate and develop teamwork
- Cooperation required
- Open spaces require passing materials forward
- Limited footing/handholds require team to help each other
- Size/weight of materials require more than one person to handle
- Individuals update information during event

Friction: Some materials must be re-used

Require repetitive action by individuals/group (e.g., passing boards, pulling ropes)

Learn from trial-and-error

### **NEVER LEAVE A FALLEN COMRADE: Responsibility (Leadership; self-sacrifice)**

- Team-oriented leadership emerges
- Motivate individuals and team to perform difficult activity safely
- Aware of involvement, performance, effects and capabilities of others
- Take charge without alienating team; leaders respect others
- Aware of personal dynamics and diversity
- Do not force self into unwelcome role
- Understand consequences of own actions
- Aware of surroundings
- Do not endanger team members
- Acts for team without regard to self

Friction: Bad attitude of individual

Non-participant(s) or self-centered, spot-light performers

Not able to work together; splintering or cliques

### **MISSION FIRST – NEVER ACCEPT DEFEAT: Adaptability (React to unexpected)**

- Rehearse solutions
- Explore ideas
- Communicate advantages and disadvantages
- Consider alternate ideas
- Respond to the unexpected
- Willing/able to change if initial ideas are poor
- Find ways to work smarter not harder
- Apply Lessons Learned
- Respond well to failure
- Learn from others and prior stations

-Page 16-



Friction: Willingness and ability to learn  
Difficulty abandoning unsuccessful ideas  
Too much attention to skills; not enough to mission or problems  
Not enough Drill Sergeant intervention during execution  
Hints, clues, and prompts prevent time wasted  
Ensures focus on mission and teamwork  
Encourage competition within team, not between teams

**NEVER QUIT – NEVER LEAVE A FALLEN COMRADE: Sense of Calling (Values drive behavior)**

- Take mission and tasks seriously
- Accept simulated casualty and equipment
- Pride in performance
- Attend to vignettes and citations
- Do not “blow off” easy parts of the task
- Consider welfare of others in personal choices and performance
- Do not copy others (team learns on its own)
- Do not break rules or take easy way out
- Value opportunity to learn and adapt

Friction: Closeness of stations encourages copying  
Other teams visible and draw attention  
Demonstrate values vice temptation to copy  
Closeness of stations encourages competition  
Tasks more interesting  
May hinder learning or development of teamwork

**MISSION FIRST – NEVER ACCEPT DEFEAT – NEVER QUIT – NEVER LEAVE A FALLEN COMRADE: Perseverance (Sustain attitude; endure hardship)**

- Sustain participation and overcome frustration
- Endure hard physical conditions – do not quit
- Endure unusual inter-personal conditions
- Identify ways to work smarter, not harder
- Do not repeat mistakes
- Not content with finishing the task; want to improve
- Conserve energy and strength for future
- Sustain attitude and lessons learned
- Aware of commitment to succeed
- Continue enthusiastically when things didn’t go as planned
- Peers help each other do more than thought possible
- Weakness, exhaustion
- Physical tasks may be difficult
- Same individuals do most difficult tasks
- Equipment may require workarounds
- Perseverance may cause repetition of bad habits
- Individuals not involved; team not interested in each person

## ANNEX C: Warrior Ethos and Congressional Medal of Honor Citations

**Note to Drill Sergeants:** Read this material – or have a Soldier read it - at any station. The words are easy to understand and read aloud. The introduction below might serve as a lead into the course. Other citations may occur at any time.

### Warrior Ethos Introduction to the TDC

*True Believer* (cited in Blackwater Tactical Weekly Newsletter, Feb. 7, 2005) was reportedly used by the NCOIC of the Army's Special Forces Assessment and Selection Course to welcome new SF candidates:

Somewhere a True Believer is training to kill you. He is training with minimum food or water, in austere conditions, day and night. The only thing clean on him is his weapon. He doesn't worry about what workout to do---his rucksack weighs what it weighs, and he runs until the enemy stops chasing him. The True Believer doesn't care how hard it is; he knows he either wins or he dies. He doesn't go home at 1700; he is home. He knows only the Cause. Now, who wants to quit?

### The Congressional Medal of Honor

The *Congressional Medal of Honor*, presented by the President of the United States, is the highest award for valor bestowed upon an individual serving in the Armed Services of the United States. As of April 4, 2005, there were 124 *living* recipients of the Medal of Honor. A few citations and descriptions of Warrior Ethos are below. (See also <http://www.CMOHS.org/recipients> or, for example, <http://www.homeofheroes.com>.)

No matter who you are, there is bound to be a Medal of Honor recipient you can identify with. You can find heroes on the sports field, but in your heart you know you can never be like them. It is not realistic to think you would have an arm like John Elway, be the size of Magic Johnson, or have the speed of Carl Lewis. Medal of Honor recipients are ordinary people - people just like you - who found character and courage within themselves. From 5'2" John Baker, Jr., to 6'5" GEN Robert Foley, from 17 year old Jack Lucas at Iwo Jima to George Day who was 42 when he was shot down over North Vietnam, these heroes come in all shapes, sizes, ages, from every walk of life (from <http://www.homeofheroes.com>).

### Examples of Living Congressional Medal of Honor Recipients (presented alphabetically)

#### **BACA, JOHN (Age 21, Viet Nam, Specialist, Infantry)**

SP4 John Baca was born in 1949 in Providence, RI and awarded the Medal of Honor in 1971 for actions on 10 Feb 1970. Baca was on a recoilless rifle team during a night ambush mission in Phuoc Long Province Republic of Viet Nam, serving with 1st Battalion, 12th Cavalry, 1st Cavalry Division. A platoon from his company sent to investigate detonation of an automatic ambush device came under fire from concealed positions along the trail. Hearing heavy firing from the platoon position and realizing that his rifle team could assist, Baca led them through the

-Page 18-

hail of enemy fire to a position within the patrol's defensive perimeter. As they prepared to engage, a fragmentation grenade landed in the middle of the patrol. Fully aware of the danger, Baca, with complete disregard for his own safety, covered the grenade with his helmet and fell on it as the grenade exploded, thereby absorbing the lethal fragments and concussion with his body. His gallant action, extraordinary courage and selflessness, and total disregard for his personal well-being directly saved eight men from certain serious injury or death. John Baca Park, in Huntington Beach, CA is named in his honor. At the park's dedication, Baca said, "I am an ordinary citizen who answered my country's call to duty and performed that duty to the very best of my ability. I pray that so naming this park will serve to instill in the minds of generations to come the idea that the liberty we enjoy must be ever so carefully guarded and when they are called upon to defend those liberties, they do so willingly, as I and so many others already have, in order that this nation, as we know it, shall not perish." Baca lives in San Diego.

**BAKER, VERNON (Age 26, WWII, Lieutenant, Weapons Platoon)**

LT Vernon Baker was born in 1919 in Cheyenne, WY and awarded the Medal of Honor in 1997 for actions during WWII on 5-6 Apr 1945 near Viareggio, Italy. Baker served with Company C, 370th Regiment, 92nd Infantry Division. He led his weapons platoon and three rifle platoons toward a German strong point. While looking for a place to set up a machine gun, Baker saw two objects pointing out of a slit in a mound at the edge of a hill. Crawling up and under the opening, he stuck his M-1 inside and emptied the clip, killing the occupants. Moving to another position, he found a well-camouflaged machine gun nest and shot and killed the enemy Soldiers. A German Soldier appeared and hurled a grenade. Baker shot him and blasted open the concealed entrance to another dugout, shot one German who emerged after the explosion, tossed another grenade, and entered, firing his submachine gun, killing 2 more. Machine gun and mortar fire inflicted heavy casualties, killing or wounding two-thirds of Baker's men. When reinforcements did not arrive, the commander ordered a withdrawal. Baker volunteered to cover the withdrawal and remained to help evacuate the more seriously wounded. He destroyed two more machine gun positions with hand grenades. In all, he accounted for nine dead enemy, elimination of 3 machine gun positions, an observation post, and a dugout. More than 50 years later, Baker, of St. Maries, ID, is the only one living of seven African-American Soldiers awarded the Medal for World War II valor. "No, I still don't feel like a hero. I just feel I was a Soldier and I did my job, and I think I was rewarded for it," Baker said afterwards.

**BRADY, PATRICK H. (Age 31, Viet Nam, Major, Ambulance Helicopter Pilot)**

MAJ Patrick H. Brady was born in 1936 in Philip, SD and awarded the Medal of Honor in 1968 for actions while serving on 6 Jan 1968 with the U.S. Army Medical Service Corps, near Chu Lai, Viet Nam. MAJ Brady, commanding a UH-1H ambulance helicopter, volunteered to rescue wounded from a heavily defended and fog blanketed site in enemy territory. To reach the site he descended through heavy fog and smoke and hovered slowly along a valley trail, turning sideward to blow away the fog with the backwash from his rotor blades. Despite close-range enemy fire, he found the dangerously small site, where he landed to evacuate two badly wounded South Vietnamese. Called to another area completely covered by dense fog, American casualties lay only 50 meters from the enemy. Two aircraft had previously been shot down and others had made unsuccessful attempts to reach the site. With unmatched skill and extraordinary courage, MAJ Brady made four flights to this landing zone and rescued all the wounded. On his third

-Page 19-

mission of the day, he landed at a site surrounded by enemy. The friendly ground force, pinned down by enemy fire, had been unable to secure the landing zone. With a badly damaged aircraft and his controls partially shot away during initial entry, he returned minutes later to rescue the injured. Shortly thereafter, after obtaining a replacement aircraft, Brady landed in an enemy minefield with trapped American Soldiers. A mine detonated, damaging this helicopter and wounding two crewmembers. In spite of this, he flew six severely injured patients to medical aid. Throughout the day, he used three helicopters to evacuate 51 wounded men. MG(R) Brady lives in Sumner, WA.

**DAVIS, SAMMY L. (Age 21, Viet Nam, Sergeant, Field Artillery)**

SGT Sammy L. Davis was born in 1946 in Dayton, OH and awarded the Medal of Honor for actions 18 Nov 1967 in Cai Lay, Republic of Viet Nam, while serving with Battery C, 2d Battalion, 4th Artillery, 9th Infantry Division. PFC Davis was a cannoneer at a remote fire support base. At approximately 0200 hours, they were under heavy enemy mortar attack when a reinforced Viet Cong battalion launched a fierce ground assault. The enemy drove within 25 meters of the friendly positions. Detecting nearby enemy, Davis seized a machinegun and provided covering fire for his gun crew as they attempted to bring direct artillery fire on the enemy. Despite his efforts, an enemy recoilless rifle round scored a direct hit upon the artillery piece. The blast hurled the crew from their weapon and blew Davis into a foxhole. He struggled to his feet and to the burning howitzer. Ignoring warnings to seek cover, Davis rammed a shell into the gun. Disregarding enemy fire, he fired the howitzer, which rolled backward, knocking him to the ground. He returned to fire again as an enemy mortar round exploded, injuring him. Nevertheless, Davis reloaded the artillery piece, fired and was again knocked down by recoil. He fired three more shells, then disregarding his injuries and his inability to swim; he picked up an air mattress and crossed a deep river to rescue three wounded comrades on the far side. Reaching them, he stood up and fired into the dense vegetation to keep the Viet Cong from advancing. While other Soldiers helped the most seriously wounded across the river, Davis protected the others until he could pull them back across. Though suffering from painful wounds, he refused medical attention, joining another howitzer crew that fired at the Viet Cong force until it broke contact and fled. In 2001, SGT Davis wrote a poem entitled *Duty-Honor-Country*. "The world is supported by four things only. The learning of the wise, the justice of the great, the prayers of the righteous, the valor of the brave. To your own self be true." Davis lives in Flat Rock, IL.

**DIX, DREW (Age 24, Viet Nam, Staff Sergeant, Infantry Advisor)**

SSG Drew Dix was born in 1944 at West Point, NY and awarded the Medal of Honor in 1969 for actions while serving as a Senior Advisor, IV Corps, Military Assistance Command in Chau Doc Province, Republic of Vietnam 31 Jan and 1 Feb 1968. When two heavily armed Viet Cong battalions attacked the providence capital, resulting in the breakdown of the defenses of the city, SSG Dix, with a patrol of Vietnamese Soldiers, was called to assist. Dix organized a relief force and successfully rescued a nurse trapped in a house near the center of the city and returned her to safety. Told of others trapped, he led another force to rescue eight civilians located in a building under heavy fire. As he approached the center of the city, he received intense fire from an unknown number of Viet Cong. He personally assaulted the building, killing six Viet Cong and rescuing two Filipinos. The next day Dix assembled a 20-man force and, though under intense enemy fire, cleared the Viet Cong from other buildings in the city. The Vietnamese Army

-Page 20-

Soldiers, inspired by Dix's heroism and success, rallied and began to fire on the Viet Cong. Dix captured 20 prisoners, including a high-ranking Viet Cong official, and attacked enemy Soldiers who had entered the residence of the Deputy Province Chief, rescuing the official's wife and children. Dix's personal heroism resulted in 14 confirmed Viet Cong killed and possibly 25 more, capture of 20 prisoners and 15 weapons, and the rescue of 14 U.S. and free world civilians. Dix was the first Special Forces enlisted man awarded the Medal of Honor. He received a direct commission and retired as a major. Dix owned and operated an air service in Alaska and heads the state's Task Force on Homeland Security. He lives in Fairbanks, AK.

**FREEMAN, ED (Age 38, Viet Nam, Captain, Supply Pilot)**

CPT Ed Freeman, an Army helicopter pilot, was born in 1927 in Neely, MS. He received the Medal of Honor for his Nov 1965 actions supporting a heavily engaged Infantry battalion in the Ia Drang Valley, Viet Nam. Freeman, a flight leader and second-in-command of a 16-helicopter lift unit, flew his unarmed helicopter through enemy fire to deliver ammunition, water and medical supplies to an infantry battalion. After taking some of the heaviest casualties of the war, the unit was almost out of ammunition while fighting off a relentless attack from a highly motivated, heavily armed enemy force. When the helicopter landing zone closed due to intense direct fire, CPT Freeman risked his life and changed the battle's outcome by providing the units with timely resupply of ammunition. He flew 14 separate rescue missions, evacuating an estimated 30 seriously wounded Soldiers. After Army retirement, Freeman served as a pilot for the Interior Department, retiring again in 1991. He lives in Boise, ID.

**INOUYE, DANIEL K. (Age 21, WWII, Lieutenant, Infantry)**

LT Daniel Inouye was born in 1924 in Honolulu, HI and awarded the Medal of Honor for actions on 21 Apr 1945 near San Terenzo, Italy while serving with Company E, 442nd RCT. While attacking a defended ridge guarding an important road junction, LT Inouye directed his platoon through a hail of automatic and small arms fire in a swift enveloping movement that resulted in capture of an artillery and mortar post and brought his men within 40 yards of the hostile force. Emplaced in bunkers and rock formations, the enemy halted the advance with crossfire from three machine guns. LT Inouye boldly crawled up the treacherous slope to within 5 yards of the nearest machine gun and hurled two grenades, destroying the emplacement. Before the enemy could retaliate, he stood up and neutralized a second machine gun nest with a submachine gun burst. Although wounded by a sniper's bullet, he continued to engage other hostile positions at close range until an exploding grenade shattered his right arm. Despite intense pain, he refused evacuation and continued to direct his platoon until enemy resistance was broken and his men were again in defensive positions. In the attack, 25 enemy Soldiers were killed and eight others captured. His gallant, aggressive tactics and leadership enabled his platoon to advance through formidable resistance, and capture the ridge. Former Senator Inouye lives in Hawaii.

**JACOBS, JACK (Age 24, Viet Nam, Lieutenant, Infantry)**

LT Jack Jacobs was born in 1945 in Brooklyn, NY and awarded the Medal of Honor in 1969 for actions in Kien Phong Province, Viet Nam, 9 Mar 1968. LT Jacobs was an adviser to 2nd

-Page 21-

Battalion, 16th Infantry, 9th Infantry Division, Army of the Republic of Vietnam. The Battalion, advancing to contact, came under heavy machine gun and mortar fire from a Viet Cong battalion positioned in well-fortified bunkers. As they deployed into attack formation, devastating fire halted the advance. Jacobs, with the command element of the lead company, called for and directed air strikes on enemy positions. Due to enemy fire and casualties to the command group, including the company commander, the attack stopped and friendly troops became disorganized. Although wounded by mortar fragments, Jacobs assumed command of the company, ordered a withdrawal from the exposed position and established a defensive perimeter. Despite profuse bleeding from head wounds, Jacobs returned to evacuate a wounded adviser to the safety of a wooded area where he administered lifesaving first aid. He returned to evacuate the wounded company commander and made repeated trips across fire-swept open rice paddies to evacuate wounded and their weapons. On three separate occasions, Jacobs drove off Viet Cong squads who were searching for allied wounded, single-handedly killing three, and wounding several others. His extraordinary heroism saved the lives of a U.S. adviser and 13 allied Soldiers. Jacobs taught at West Point and the National War College in Washington, D.C. He is a military analyst for MSNBC, and lives in Millington, NJ.

**LITRELL, GARY (Age 26, Viet Nam, Sergeant First Class, Infantry)**

SFC Gary Littrell was born in 1944 in Henderson, KY and awarded the Medal of Honor for actions 4-8 Apr 1970, while serving as a Light Weapons Infantry advisor with the 23d Battalion, 2d Ranger Group, Republic of Vietnam Army, near Dak Seang. After establishing a defensive perimeter on a hill on Apr 4, the battalion received an enemy mortar attack that killed the Vietnamese commander, an advisor, and seriously wounded all the advisors except SFC Littrell. During the next 4 days, he exhibited near superhuman endurance as he single handedly bolstered the besieged battalion. Repeatedly abandoning positions of relative safety, he directed artillery and air support by day and marked the unit's location by night, despite heavy, concentrated enemy fire. His dauntless will instilled in the men of the 23d Battalion a deep desire to resist. The battalion repulsed repeated assaults as it responded to the extraordinary leadership and personal example exhibited as Littrell moved to the points most seriously threatened by the enemy. He redistributed ammunition, strengthened defenses, cared for wounded and shouted encouragement to the Vietnamese in their own language. When the battalion was ordered to withdraw, it met numerous ambushes. Littrell prevented widespread disorder by directing air strikes within 50 meters of their position. Through his sustained courage and disregard for his own safety, he averted excessive loss of life and injury to members of the battalion. CSM (R) Littrell lives in Port Saint Pete, FL.

**McNERNY, DAVID H. (Age 36, Viet Nam, First Sergeant, Infantry)**

1SG David McNerny was born in 1931 in Lowell, MA and awarded the Medal of Honor for actions on 22 Mar 1967. 1SG McNerny was serving with Company A, 1st Battalion, 8th Infantry, 4th Infantry Division when his unit was attacked by a North Vietnamese battalion near Polei Doc. Running through a hail of enemy fire, he assisted in development of a defensive perimeter. He killed several enemy and was injured when blown from his feet by a grenade. In spite of this injury, he assaulted and destroyed an enemy machinegun position that had pinned down five of his Soldiers. Learning his commander and forward observer were dead, he assumed command of the company. In an attempt to repel the enemy, he adjusted artillery fire to within

-Page 22-

20 meters of his position. When smoke grenades marking the position were gone, he moved to a nearby clearing to designate the location to friendly aircraft. In spite of enemy fire, he remained exposed until the position was spotted, then climbed a tree and tied the identification panel to high branches. He moved among his men, encouraging defenders and checking wounded. As hostility slacked, he cleared a helicopter landing site to evacuate wounded and crawled outside his perimeter to collect demolition material from abandoned rucksacks. Moving through hostile fire he returned with explosives to clear the landing zone. Ignoring his injury and refusing medical evacuation, McNerny stayed with his unit until the new commander arrived. 1SG (R) McNerny lives in Crosby, TX.

**NETT, ROBERT B. (Age 22, WWII, Lieutenant, Infantry)**

LT Robert B. Nett was born in New Haven, CT in 1922 and awarded the Medal of Honor in 1946. Serving with the 77th Infantry Division near the Philippines, on 14 Dec 1944 he led Company E in an attack against a reinforced enemy battalion that had held up the American advance for 2 days from its entrenched positions around a 3-story concrete building. With other infantry and armored vehicles, Company E advanced against heavy machinegun and other automatic weapons fire with LT Nett spearheading the assault against the strongpoint. During a fierce hand-to-hand encounter, he killed 7 deeply entrenched Japanese with his rifle and bayonet and, although seriously wounded, bravely continued to lead his men forward, refusing to relinquish command. Again, he was severely wounded, but still unwilling to retire, pressed ahead with his troops to assure the capture of the objective. Wounded once more in the final assault, he calmly made all arrangements for the resumption of the advance, turned over his command to another officer, then walked unaided to the rear for medical treatment. By his remarkable courage in continuing forward through sheer determination despite successive wounds, LT Nett provided an inspiring example for his men and was instrumental in the capture of a vital strongpoint. COL (R) Nett lives in Columbus, GA.

**PATTERSON, ROBERT M. (Age 20, Viet Nam, Sergeant)**

SGT Robert M. Patterson was born in 1948 in Durham, NC and awarded the Medal of Honor for actions on 6 May 1968 near La Chu, Viet Nam. While serving with Troop B, 2d Squadron, 17th Cavalry, Patterson was a fire team leader during an assault against a North Vietnamese Army battalion that was entrenched in a heavily fortified position. While the leading squad of the 3d Platoon was pinned down by heavy interlocking automatic weapon and rocket propelled grenade fire from 2 enemy bunkers, SGT Patterson and the two other members of his assault team moved forward under a hail of enemy fire to destroy the bunkers with grenade and machinegun fire. Observing that his comrades were being fired on from a third enemy bunker covered by enemy gunners in 1-man spider holes, Patterson, with complete disregard for his safety and ignoring the warning of his comrades that he was moving into a bunker complex, assaulted and destroyed the position. Although exposed to intensive small arm and grenade fire from the bunkers and their mutually supporting emplacements, Patterson continued his assault upon the bunkers that were impeding the advance of his unit. Patterson single handedly destroyed five enemy bunkers, killed eight enemy Soldiers, and captured seven weapons. His courage and heroism inspired his platoon to resume the attack and to penetrate the enemy defensive position. Fort Benning's Officer Candidate School Hall of Fame honors Patterson. He lives in Fayetteville, NC.

-Page 23-

**RASCON, ALFRED (Age 21, Viet Nam, Specialist, Medic)**

Specialist 4<sup>th</sup> Class Alfred Rascon was born in Chihuahua, Mexico in 1945 and awarded the Medal of Honor in 2000. On 16 Mar 1966, Rascon was a battalion medic with the Reconnaissance Platoon, Headquarters Company, 1st Battalion, 503d Infantry, 173d Airborne Brigade in Long Khanh, Viet Nam. When his platoon came under fire from a numerically superior enemy force, several Soldiers were severely wounded. Rascon made his way forward trying to reach a machine-gunner lying on an open trail, but driven back by withering fire. He jumped to his feet and raced through enemy fire and exploding grenades to reach his wounded comrade. He intentionally placed his body between the Soldier and enemy machine guns, sustaining numerous shrapnel injuries and a serious hip wound. Ignoring his own wounds, he dragged the larger Soldier to safety. Hearing another machine-gunner yell that he was running out of ammunition, Rascon, still under heavy fire, crawled back to the first machine-gunner, got his ammunition, and gave it to the second. Fearing the abandoned machine gun and spare barrel would fall into enemy hands, he went to retrieve them. On his way, although wounded by grenade fragments, he continued to recover the weapon. Seeing a wounded grenadier, Rascon covered the Soldier with his body to absorb blasts from exploding grenades, saving the Soldier's life. He did the same later to save his squad leader. He continued to aid the wounded, remaining on the battlefield, inspiring his fellow Soldiers to continue the battle. After the enemy broke contact, he continued treating the wounded and directing their evacuation. Rascon was so badly wounded that last rites were administered, but he recuperated and was discharged in May 1966. He graduated from college and Officer Candidate School, became an American citizen in 1967 and returned to Viet Nam as a military adviser in the 1970s. During the Medal of Honor ceremony, Rascon was humble. "What you see before you is common valor that was done every day. And those of you who served in the military -- and continue to serve in the military -- are very much aware of that. What you do every day, it is duty, honor and country. And I'm deeply honored to be here." Rascon lives in Laurel, MD, and is IG of the Selective Service System.

**SASSER, CLARENCE (Age 21, Viet Nam, Private First Class)**

PFC Clarence Sasser was born in 1947 in Chenango, TX and awarded the Medal of Honor for actions on 10 Jan 1968 in Ding Tuong, Republic of Vietnam. PFC Sasser was serving with Headquarters Company, 3d Battalion, 60th Infantry, 9th Infantry Division on a reconnaissance in force. His company was making an air assault, when suddenly it fell under heavy small arms, recoilless rifle, machine gun and rocket fire from well-fortified enemy positions on 3 sides of the landing zone. During the first few minutes, over 30 casualties were sustained. Without hesitation, Sasser ran across an open rice paddy through a hail of fire to assist the wounded. After helping 1 man to safety, he was wounded in the left shoulder by fragments of an exploding rocket. Refusing medical attention, he ran through a barrage of rocket and automatic weapons fire to aid casualties of the initial attack and, after giving them urgently needed treatment, continued to search for other wounded. Despite 2 more wounds that immobilized his legs, he dragged himself through the mud toward another Soldier 100 meters away. Although in agonizing pain and faint from loss of blood, Sasser reached the man, treated him, and encouraged another group of Soldiers to crawl 200 meters to relative safety. He attended their wounds for 5 hours until they were evacuated. Sasser, a black Viet Nam veteran awarded the Medal of Honor for his courage under fire, reluctantly tells the story of what happened during the firefight during which he exposed himself to enemy fire. "I'm not comfortable talking about it at all," he said. Sasser lives in Rosharon, TX.