

CHARACTER TIE-INS FOR GREEN BELT

COMBAT STRESS.

Five Stresses. E. B. Sledge describes his experiences as a PFC on Peleliu:

"For us, combat was a series of changing events characterized by confusion, awesome violence, gripping fear, physical stress and fatigue, fierce hatred of the enemy, and overwhelming grief over the loss of friends. We endured vile personal filth in a repulsive environment, saturated with the stench of death and decay...

...In combat I saw little, knew little, and understood still less about anything that occurred outside K 3/5. We had our hands full fighting and trying to survive moment to moment."

What stresses do you expect to experience in combat?

- a. Extreme risk and fear.
- b. The "fog of war."
- c. Discomfort and fatigue.
- d. Casualties.
- e. Boredom.

The combat environment is characterized by long periods of routine activity that tend to create a false feeling of security. When combat actually occurs, it is frequently sudden, unexpected, and characterized by extremely violent action, savage behavior and intense danger. Everyone on the battlefield, including headquarters and service support personnel, must be prepared for combat at any time. Now let us examine these stresses in greater detail to determine their effect upon the individual Marine and you, the leader.

In separate tie-ins, we will spend more time specifically discussing fear and fatigue. Let us now discuss the remainder of the stresses of combat.

The "FOG OF WAR".

What do we mean by the "fog of war?" This expression describes both the literal fog created by the dust, smoke, and debris of the battlefield, and more importantly the mental fog of confusion and uncertainty created by lack of knowledge of the enemy, the chaotic noise, mental and physical fatigue, and fear.

What significance does this stress have to the individual Marine? As with the condition of risk and fear, the individual must be able to function in an environment that may appear confusing and chaotic. By focusing his/her attention on the task at hand, on working with fellow Marines, and on the leader's commands, the individual will overcome this stress. Additionally, good intelligence can help to clear some of the fog of war.

What significance does the "fog of war" have to you, the leader? The leader must be aware of the problems caused by the confusion of battle. Tired as he or she may be, they must realize that their Marines are equally tired. They must have yet additional strength to see that commands are obeyed and essential tasks accomplished. They must help cut through the fog and confusion of combat by keeping orders clear, simple, audible, and understood, ensuring that the unit continues to function as a team. Most of all, they must make certain that their Marines never become confused about their own unit's ability to fight. Leaders must ensure their units are a cohesive force on the battlefield regardless of the chaos and confusion.

Casualties.

What effect do casualties have on individual Marines? Seeing a fellow Marine go down has a traumatic impact upon the individual. Combat is a brutal event and casualties are to be expected. The shock of seeing buddies wounded or killed, and the possibility that it may happen to one's self adds to the fear and apprehension of survivors; it increases the reluctance to take risks and obey the leader. How individuals respond after they take casualties is a key indicator of the effectiveness of their training, self-discipline, and preparation for combat.

How should Marines respond to casualties?

a. Proper care for your wounded has a great effect upon morale. Every Marine must be assured that if he is hit, his fellow Marines will take care of him. There is an unwritten contract among Marines that if one is wounded and unable to fend for oneself, another Marine will come to one's aid and do all they can to help.

b. During the assault, Marines cannot stop to aid a fallen buddy, and each Marine must know this. Casualties are the job of the corpsman. This is the reason corpsmen are not armed with rifles or machine guns. It is their job to look after the wounded, not to fight. Most corpsmen are "gung-ho" and many want to employ weapons other than their T/O 9mm pistol; this should not be allowed, as they may tend to fire rather than take care of the wounded.

c. At the very first opportunity, casualties should be looked after by their leaders and comrades. Every Marine must be accounted for. Dead and wounded are removed from the combat area as soon as possible.

What is the result when casualties are not expeditiously evacuated?

d. The presence of dead and wounded for a prolonged period of time hurts the morale of survivors. It is important to always care for casualties and impart confidence that whatever the cost, your fellow Marines will do all that can be done under the circumstances. If combat prevents the prompt evacuation of casualties, they should be moved to a position of relative safety and receive care until they can be evacuated.

e. Another important task of the leader occurs after the casualties have been evacuated. At the first opportunity, communicate with the next of kin. It is also reassuring to the surviving members of the unit to know that they will not be forgotten.

Boredom.

Is boredom a factor in combat? Boredom is not something one would expect to find during combat. However, the combat environment is often composed of long periods of inactivity that often lead to careless behavior, thereby reducing everyone's chances of survival when combat next occurs. Leaders must not

allow idleness or slovenly and careless behavior to happen. When enemy contact appears remote, every action must be oriented toward improving the unit's readiness to defeat the enemy. Training does not cease in combat, it continues and intensifies.

Overcoming stresses of combat.

The above stresses of combat can be mitigated or overcome by the following:

a. Train yourself and your Marines constantly, realistically, tough and as a team. This applies both before and during combat.

b. Ensure you have a unit that is cohesive, disciplined, and has a high state of morale. This comes only from good training and positive leadership.

RIGHT VERSUS WRONG.

Marines should set the example in every aspect of their lives and constantly hold themselves to the highest personal standards, whether it is as a leader or as follower. If a Marine continuously sets the example, he or she will be successful in all aspects of life. If a Marine religiously pursues attainment of all of the leadership traits, he or she will unequivocally set a good example.

Sometimes doing what is right is not the easiest path to follow. Certain situations arise in which the best course of action cannot be clearly decided as being the right or wrong thing to do. A good example is the well-known dilemma of stealing a loaf of bread to feed a hungry family. Your response to these dilemmas will depend upon your upbringing and exposure to morals and ethics. What may be right and justified in one culture or sub-culture may be inappropriate or illegal in another. It is in this fine distinction that many Marines find themselves confused.

Consider the young Marine who was brought up in the inner city. After accession into the Marine Corps, this individual gets caught smoking marijuana and is repeatedly disciplined for fighting. While drugs and violence against peers may have been the norm in the inner city, it was emphasized in training that

it is illegal, and has no place in the Marine Corps. In such cases, Marines need to know those common cultural norms of society as a whole and the Marine Corps regulations override any pre-existing sub-cultural norms. This is not to say that all crime in the Marine Corps is attributable to a lack of moral and ethical training, but simply that with specific training, the Marine will know that a particular action is right or wrong.

The basic Marine Corps definition of integrity, "Marines do not lie, cheat or steal, nor tolerate those who do," must be the foundation of every Marine's professional ethics. When officers and NCO's deviate from the standards of conduct, it makes correcting other Marines nearly impossible. In a letter to Professor Carl Montor, Admiral Arleigh Burke summed up the importance of integrity:

"Integrity"

"First you find yourself overlooking small infractions that you would have corrected on the spot in the past. Soon you are a participant in these infractions. "After all," you say, "Everybody's doing it." All too soon you find yourself trapped: You no longer can stand on a favorite principle because you have strayed from it. Finding no way out, you begin to rationalize, and then you are hooked. The important fact is, the men [and women] who travel the path outlined above have misused the very basic quality and characteristic expected of a professional military man [or woman], or any other professional man [or woman] for that matter: They have compromised their integrity."

Perhaps one of the most difficult tests of integrity is peer pressure. Everyone has been in a situation where "everyone" is doing something wrong, and the pressure to join in is great. One may think, "If I don't join in, then I will lose respect among my peers, not gain it." This is untrue in the professional environment. We as Marines, have the moral obligation to do what is right. This means not surrendering to peer pressure when it may involve illegal or immoral decisions. Every Marine starts out his or her career with unblemished integrity, and it is up to the individual to either maintain or tarnish that integrity. Once one's integrity has been compromised, it is very difficult to regain it. Doing the right thing will not always make you the most popular Marine in the squad bay, but it will give you a clean conscience and command the respect of others. It is obvious that down the road respect is far more important than winning any popularity contest. In short, integrity and "doing the right thing" go hand in hand.

It is easy to sit back and say you would do the right thing by keeping a friend from driving drunk, or turning a peer over to the authorities for committing a violent crime. But what about doing the right thing when no one is in immediate or even remote jeopardy of being hurt? Surely, doing the wrong thing by not turning someone in for cheating on a test is better than ostracizing yourself from your group of friends, isn't it? Not in the Corps! Even fulfilling a promise is no justification for moral wrong doing.

Again, we are Marines and are subject to a stronger set of morals and ethics than most civilian organizations. When a Marine deviates from this moral path it is the responsibility of his fellow Marines to help him back onto the path, or risk himself becoming no different from the cheater. Furthermore, whether we realize it or not, most rules have a purpose. "The law is the last result of human wisdom acting upon human experience." (Samuel Johnson, *Miscellanies*, I, 223).

Cheating or bending the rules may not have immediate ramifications to the individual, but down the road it could create dire consequences. What about the platoon commander who cheats on a call for fire package, only to find himself in a combat situation in desperate need of supporting arms? How about the young Lance Corporal that lies constantly and gets away with it, and then finds that a lie about a seemingly unimportant situation gets someone killed or injured. The more we do the wrong thing, the harder it becomes to recognize right from wrong. Conversely, once we bill ourselves as moral and ethical leaders, doing the right thing becomes second nature. This is the point where you will have earned your self-respect and the undying respect of your peers.

Combat Leadership.

Combat leadership is the application of leadership traits and principles under conditions of extreme stress caused by enemy fire or the high probability of direct physical contact with the enemy. It is not necessary to have experienced combat to understand the essential requirements for leading men under stress. However, it is a fundamental responsibility of the leader to be mentally prepared for the experience of battle, and to adequately prepare one's Marines for this event.

Effective combat leadership is the knowledge and application of the unchanging concepts of human behavior in battle, and a mastery of the ever-changing tactics, doctrine, equipment, and weapons necessary for combat. Preparation for combat leadership is accomplished through study and training. As a Marine warrior and a serious student of our Martial Art, it is critical that you develop this mental discipline to compliment your physical disciplines.

WHO IS A COMBAT LEADER?

Let's read from a Marine's diary.

"Briefly, the First Battalion did not fare too well before they departed from Guadalcanal. 'A' Co. left San Diego with a total of 196, including corpsmen, in the company; when relieved from Guadalcanal, there were about 47 of the original company still remaining. In three attacks to the west of Matanikan, between Point Cruz and Kohumbona, 'A' Co. was assigned as lead Company in the Battalion attack on November 2, 10 & 11, and took a large number of casualties.

By the time 'A' Company was relieved, all the officers had been killed or wounded; the First Sergeant was killed and the Gunnery Sergeant wounded; two of the four platoon sergeants had been wounded and more than half of the corporals and sergeants in the company had been killed or wounded. For a time, the CO of 'A' Company was Sergeant Burgess."

(Exerpt from a Marine's Diary, Sgt. James Sorensen, Rifle Squad Leader, Company A, 1st Battalion, 2nd Marines.)

Everyone is a potential combat leader regardless of rank or MOS and should be prepared for that eventuality. Combat may be just around the corner, and tomorrow each of us could find ourselves in a combat leadership position.

Regardless of how well a unit or aircrew is trained, leaders must "steel" themselves for the first action. The first time a unit comes under fire or meets the enemy is a very crucial time. A unit hit by enemy fire for the first time tends to become disorganized, and consequently less effective. The men hit the deck, take cover, and wait for somebody to do something. Generally, everyone, including fire team leaders, squad leaders, and platoon leaders, react in this manner. This is the baptism

of fire, what may be the most important moments in the life of the individual Marine and the unit.

If the unit or aircrew fails to react properly and overcome its initial fears, its failure will be reflected for a long time in future actions. Confidence at this point is essential, for it becomes contagious. The Marines in the unit must have confidence in themselves, their comrades, and their leaders.

At this crucial moment, if leaders at all levels supply the drive and enthusiasm needed to weld the unit together as a team again, the Marines under their command will react accordingly. If Marines are well disciplined and have been trained for this moment, all that is necessary is the igniting spark of leadership that will get the team moving again quickly. Each leader must commence carrying out the troop leading steps.

WHAT IS COMBAT?

For our purposes, combat will be defined as engaging the enemy with individual or crew served weapons; being exposed to direct or indirect enemy fire; and otherwise undergoing a high probability of direct contact with enemy personnel and firepower, to include the risk of capture.

All Marines, regardless of MOS, must be prepared to succeed in combat. The fluid nature of modern combat operations demands that everyone on the battlefield be ready to fight and provide the necessary leadership.

What are common elements found in the combat environment?

a. The combat environment varies for Marines depending upon MOS, duties, tactics, type of conflict, etc. Some common elements found in the combat environment are:

- (1) Confusion and lack of information.
- (2) Casualties.
- (3) Violent, unnerving sights and sounds.
- (4) Feelings of isolation.
- (5) Communication breakdowns.

- (6) Individual discomfort and fatigue.
- (7) Fear, stress, and mental fatigue.
- (8) Continuous operations.
- (9) Homesickness.

b. The following are some experiences of E.B. Sledge as he describes his experiences as a PFC on Peleliu:

"For us, combat was a series of changing events characterized by confusion, awesome violence, gripping fear, physical stress and fatigue, fierce hatred of the enemy, and overwhelming grief over the loss of friends. We endured vile personal filth in a repulsive environment, saturated with the stench of death and decay...In combat I saw little, knew little, and understood still less about anything that occurred outside K 3/5. We had our hands full fighting and trying to survive moment to moment."

In the January 1983 Marine Corps Gazette article entitled "Understanding Limited War," the author provides some thoughts on what combat may mean to an individual.

"Nations may pursue war on a limited basis to ensure survival, yet combatants pursue it in all its totality for the same reason. To the individual engaged in isolated combat, there is no big or small battle, only the fight for survival. If he fails to survive, that nondescript battle suddenly became the ultimate conflict. An isolated confrontation on a lonely jungle trail becomes World War III to the participant."

All of these factors are elements of combat that a warrior and leader must consider in order to be successful on the battlefield. The fatigue, stress and fear you experience during this course is only a small example of what combat is like. It is important that you train yourself to meet these stresses and prepare your Marines individually and as a team to do the same. During subsequent periods of instruction, we will look at each of the elements found in combat in greater detail.

POW Handling Steps " The Five S's and a T".

Prisoners of war are one of the most valuable sources of information for gaining intelligence. These steps should be performed in a quick manner and taken to the Marines chain of command as soon as possible.

a. Search. Prisoners of war are thoroughly searched for weapons and documents as soon as they have been captured. Weapons and documents should be tagged and immediately sent to the platoon commander. This will also include searching the dead.

b. Segregate. Prisoners are segregated into groups: officers, NCO's, privates, deserters, civilians and females. This prevents leaders from organizing escapes and issuing orders to subordinates.

c. Silence. Silence is essential. Prisoners must not be allowed to talk to one another. Some methods available to the Marine are: using duct tape or gags to cover the EPW's mouth. The Marine must ensure that the EPW's are able to breath, hydrate and are treated humanly.

d. Speed. Speed is required in getting prisoners to the platoon commander. Timely information secured from prisoners is essential.

e. Safeguard. Prisoners are safeguarded as they are moved. They are restrained, but not abused. They are not given cigarettes, food, or water until authorized by assigned interrogators. EPW's must not only be safeguarded from the enemy, but also from friendly(ies) alike.

f. Tag. It is important that all tags are filled out properly. There are four components to tagging an EPW.

(1) The date and time of capture of the enemy.

(2) The place where you captured the enemy, given in grid coordinates.

(3) The name of the capturing unit.

(4) The circumstances in which the EPW was captured.

FORCE PROTECTION.

Force protection is the process by which individuals and units minimize the risk to both from external dangers. It consists of a series of measures that minimize the risk from terrorist threats, accidental injury, and damage to property and equipment. We will begin by discussing those measures dealing with the threat of terrorism.

The force protection measures dealing with terrorism consist of anti-terrorism and counter-terrorism measures. Anti-terrorism measures are designed to prevent a terrorist attack. Counter-terrorism measures are taken in response to a terrorist incident. They include:

a. Anti-terrorism measures include criminal information and intelligence gathering, threat assessments, crime prevention measures, operational security measures, personal protection, physical security measures, and crisis management planning.

b. Counter-terrorism measures are taken in response to a terrorist incident. First follow the crisis management steps developed as part of the anti-terrorist planning. Identify if the threat is a terrorist one and not criminal (non-terrorist) in nature. Be prepared for follow-on or diversionary attacks. Establish communications, prepare for prolonged operations, develop a media plan and follow up with an after-action report.

c. Every Marine should practice sound personal protective measures. These include awareness of your surroundings, avoiding patterns and habits, blending into the local surroundings and not drawing attention to yourself.

Force protection measures are not limited to those concerned with terrorism. Marines should be constantly aware of their surroundings no matter where they are or their circumstances. Liberty conduct, personal safety, operational risk management and preventative maintenance are all force protection measures that ensure that every Marine and his equipment are all combat ready to answer a 911 call.

Informal Resolution System (IRS)

This system was designed so that whenever possible, conflicts arising from offensive or unwelcomed behavior can be resolved at

the lowest possible level. The IRS is designed to address behaviors that could potentially become sexual harassment or other types of behaviors that are inappropriate but do not constitute an offense under the UCMJ. The recipient is encouraged to confront the offender directly in person, in writing, or through an informal third party. The third party can be the supervisor, a co-worker, or someone outside of the workplace. The offender should be informed that the behavior is offensive or unwelcomed and should be stopped. Training in the IRS should be part of normal leadership training for all Marines.

The goal of the informal resolution system is to provide necessary information and skills to encourage/facilitate resolving interpersonal conflicts in the unit at the lowest possible level. It does so by emphasizes core values: Honor, Courage, and Commitment.

IRS also emphasizes people's responsibility to be a role model of appropriate behavior and confront inappropriate behavior when observed or brought to their attention. It is not appropriate and is unauthorized to use the IRS to resolve conflicts that are criminal in nature.

Individual Responsibilities. In general, each individual's responsibilities are:

a. Do not ignore discrimination, sexual harassment, or other inappropriate behavior when it is encountered or observed.

b. Review options under the IRS, and take action to resolve the conflict.

c. The IRS is comprised of three sections: behavior zones (3 zones), roles (4 roles), and resolution options (3 options).

Behavior Zones. (based on "reasonable person" standard)

a. Red. Always unacceptable, e.g., seeking sexual favors in return for favorable evaluation, making supervisory decisions based on race/gender, "hate" mail, rape, and assault. Clearly criminal behavior must be reported through official channels. Non-criminal red zone, if resolved and the recipient does not desire further action, should merely be reported for supervisor's information.

b. Yellow. Inappropriate behavior. Racial/sexual slurs, comments, jokes, sexually suggestive touching. If repeated, especially after being told of its offensiveness, turns to red, and becomes definitely unacceptable.

c. Green. Acceptable. Includes counseling on performance or military appearance. Normal social interaction; touching which could not reasonably be perceived in a sexual or threatening way; and friendly conversation.

Roles.

a. Recipient. One who feels offended/harassed.

b. Offending person. One who may have offended/harassed another.

c. Other person. One approached by recipient or by offending person or who observes inappropriate behavior.

d. Commander/leader. Anyone who has subordinates, regardless of grade or rank, and who is approached by any of the above three (or who himself observes inappropriate behavior).

Resolution Options. (Under IRS)

a. Direct -- recipient attempts to resolve conflict directly with offending person. This is the preferred method of resolving conflict.

b. Informal third party -- recipient (or offending person) enlists the informal assistance of some other person to help resolve the conflict.

c. Training Information Resources (TIR). Generic, non-accusatory command training.

SOURCE AND CONDITIONS THAT STIMULATE FEAR.

a. Sources of fear.

(1) The possibility of being killed, wounded or captured is always present.

(2) The noise and sights of combat have a traumatic, shocking impact upon the senses, causing confusion, and a sense of chaos that becomes particularly unnerving (the fog of war).

(3) The apprehension that you might not "measure up" as a Marine under fire or let your buddies down.

(4) Anticipation of the unexpected; constant anxiety about the enemy's location, strength, or intentions. Knowledge that if the enemy succeeds in creating a situation that was totally unexpected, he may have a decisive advantage. This is the element of "surprise" in reverse.

(5) Fatigue itself is a source of fear. As individuals become physically exhausted, they may begin to perceive themselves to be helpless or unable to continue to fight.

b. Conditions that stimulate fear.

(1) The unexpected. Whenever the enemy actions appear as a surprise, it will have a powerful impact upon your Marines. Being surprised by the enemy has been described as causing the "will that controls fear to sag and crumble." At such moments, leaders must exert a strong influence upon their Marines to maintain control over the unit's actions.

(2) The unknown. There is a tendency to think that the enemy is much greater in strength or ability than he really may be. Do not allow yourself to be deceived as to enemy strength or capabilities through exaggerated impressions.

(3) A feeling of helplessness. It is the leader who must prevent the anxiety of helplessness from taking hold of himself and his subordinates. The leader must act to direct and inspire the response against the enemy. Everyone has a job that must be accomplished and it is the leader who must see that everyone is doing what must be done. Action is key to preventing this feeling of helplessness from taking hold. Keep your Marines engaged.

Regardless of how well you or your Marines are trained for combat, the first shock of realizing that the enemy actually intends to kill you is a powerful factor every Marine will have to face. Until this threshold is crossed and your Marines become accustomed to functioning under fire, the leader must act

decisively to ignite the confidence and individual actions that will transform fear into an aggressive unit response.

c. EFFECTS OF FEAR.

Extreme fear brings out our instinct for self-preservation. Survival is a very strong motivation and will generally be a priority concern. In combat, killing the enemy helps remove that threat to your life. The alternative of not killing the enemy increases the likelihood that he will kill you.

Physically, the body reacts when threatened or there is anticipation of danger. During World War II, General George S. Patton, USA, wrote a friend:

"It is rather interesting how you get used to death. I have had to go inspect the troops everyday, in which case you run a good chance...of being shot. I had the same experience everyday, which is for the first half hour, the palms of my hands sweat and I feel very depressed. Then, if one hits near you, it seems to break the spell and you don't notice them anymore."

Physiological reactions include:

- (1) Trembling.
- (2) Pounding heart.
- (3) Irrational laughter.
- (4) Sweating.

Psychological reactions include:

- (1) Inability to make decisions.
- (2) Over-fixation with minor details.
- (3) Displaying lack of confidence.

d. RECOGNIZING FEAR.

The leader may not normally see these manifestations/reactions in peacetime. Fear must be recognized and dealt with promptly. Fear is infectious and can destroy the effectiveness of a unit.

Extreme reaction to fear occurs when the individual confronts a situation in which death appears to be imminent. During such instances, two basic forms of behavior have been observed.

(1) "We fought like rats, which do not hesitate to spring with all their teeth bared when they are cornered by a man infinitely larger than they are." (Statement of German soldier on Eastern Front during World War II describing how they reacted when overrun by Russian hordes. From Combat Motivation by Anthony Kellet.)

(2) "They sat there dumbly in the line of fire, their minds blanked out, their fingers too nerveless to hold a weapon." This has been termed "freezing under fire." From Men Against Fire by S.L.A. Marshall, writing about soldiers on Omaha Beach in World War II.

e. OVERCOMING FEAR.

Many experts have attempted to answer this question and focus attention on the following areas:

(1) Identity. Our identity as Marines conveys a special meaning to our fellow Marines; one Marine will not let another Marine down. The "felt" presence of another Marine who is counting on you to do a particular job is usually sufficient to overcome most fears.

(2) Discipline. Everyone is afraid in combat, but this fear has to be controlled so that the mission can be accomplished. All Marines must have the will power to force fear out of their minds or to overcome it and replace it with action. Concentrate on your job and actively support your fellow Marines. Everything we do as Marines reflects on the quality of our discipline, something we recognize as essential to success in combat.

(3) Esprit de corps. We are a Brotherhood of Marines. Fierce pride in our Corps and our unit is a source of enduring strength. "The Few, The Proud, The Marines" is more than a recruiting slogan; it's a way of life.

(4) Tradition. We fight and win. Every Marine must have knowledge of and pride in our history and traditional values. We will do no less than the Marines who have come before us.

(5) Training. Training develops confidence in our leadership, our fellow Marines, and ourselves. It builds morale, discipline, esprit, pride, and develops physical stamina and teamwork.

What significance does fear have to you, the leader? Though leaders share the same risks and fears, they must be able to overcome their own fears, and provide the leadership necessary to achieve success in combat. They must understand the conditions that stimulate fear, and be able to inspire confidence and courageous actions by their Marines.

What actions can you, a leader of MARINES, take to help overcome fear?

S.L.A. Marshall stated, "...even if they (the troops) have previously looked on him (the leader) as a father and believed absolutely that being with him was their best assurance of successful survival, should he then develop a dugout habit, show himself as fearful and too careful of his own safety, he will lose his hold on them no less absolutely." Actions the leader can take include:

(1) Be fearless, confident, and decisive. Don't let fear be reflected in your looks or actions.

(2) Ensure your Marines are able to recognize the causes and reactions of fear. It is important knowledge that will enable Marines to help their buddy.

(3) Instill a sense of unit cohesion, a belief in the band of brothers concept, and develop esprit.

(4) Do not tolerate self-pity.

(5) Talk to your Marines and encourage them, particularly just before a battle.

(6) Do not tolerate rearward movement especially when under fire without your order.

(7) Take physical corrective action as necessary.

(8) If a subordinate appears to be losing control, help him regain a positive control through direct personal leadership and then let him continue to march.

WHAT DOES FATIGUE MEAN TO THE LEADER?

Definition: Extreme tiredness. Exhaustion, weariness from physical exertion, or mental weariness from stress. A debilitating tiredness brought on by exhaustion.

The mental and physical health of the warrior surely influences his performance during combat. Associated with health are three forms of fatigue. Fatigue of the body is affected by such issues as physical conditioning, weight of gear worn and carried, and environment-dictated work-rest cycles. Fatigue of the spirit is a mixture of demoralization and hopelessness that may be more difficult to control. Fatigue of the mind is synonymous with sleep deprivation.

The leader is not immune to fatigue. As he/she becomes increasingly tired, he/she may lose the ability to make decisions rapidly, and may become more easily confused, disoriented, and ultimately ineffective.

Leaders must understand the effects of fatigue on themselves and on their Marines and know when to provide rest. S.L.A. Marshall states: "Right on the battlefield, with an attack pending they would halt everything to order a rest or a sleep if they felt that the condition of the troops demanded it." The leader must know when to rest, especially amidst the chaos and confusion of battle. Without it, a unit will lose its effectiveness as surely as if by enemy fire. The leader must be able to recognize when fatigue is beginning to adversely affect the unit."

RECOGNIZING FATIGUE.

WHAT ARE SOME KEY INDICATORS OF FATIGUE?

a. Reckless disregard for the safety of the individual or the safety of fellow Marines.

b. Excessive caution or unwillingness to expose oneself to even the slightest risk.

c. Failure to fire weapons.

d. Lack of concern for the cleanliness of weapons, the condition of vehicles, or other essential equipment.

e. Lack of attention to aircraft maintenance/flight procedures.

f. Lack of concern for personal cleanliness; refusal to shave, wash, eat, or drink.

EFFECTS OF FATIGUE.

WHAT HAPPENS TO MARINES IF FATIGUE IS IGNORED?

a. As individuals become more fatigued their mental condition can deteriorate from mere weariness to becoming a psychological casualty. Rest is a preventive cure that works to keep psychiatric casualties from occurring.

b. There is no doubt that troops can endure the fatigue induced by battle for only so long before they falter. Commanders at any level, who try to overdraw the account are courting disaster. We as Marines separate the mental and physical aspects of combat. This is, of course, an artificial division - the mental and physical aspects constantly interact. Therefore, physical fatigue, hunger, disease, thirst and, above all, the stress of adverse climatic conditions, can reduce the physical state of the combatant to such an extent that his will to fight is severely weakened.

c. Extreme fatigue can lead to a break down in morale, discipline, and can lead to panic.

OVERCOMING FATIGUE.

Physical Fitness. In virtually every documented account of battle, the exhausting effects of even short bursts of fighting are stressed. Only the physically fit combatant will be able to endure such fatigue. How long the combatant who cannot meet standards of weight or physical efficiency, will survive is a matter for conjecture. Remember the reply of the Delphian

Oracle when asked what Sparta had most to fear? One word, *luxury*.

"Battle Doctrine for Front Line Leaders". Arrange continuously for your Marines to get as much rest as the situation will allow. Avoid unnecessary harassment, such as "standing by." Unless your unit is on the move or unless you or the enemy are actually attacking, you can usually arrange for at least two-thirds of your Marines to sleep at night. (Originally published by the 3d Marine Division during World War II).

"American In Combat". Though Americans enjoy a relatively bountiful, and even luxurious, standard of living in their home environment, they do not have to be pampered, spoon-fed, and provided with every comfort and convenience to keep them steadfast and devoted, once war comes. They are by nature rugged men, and in the field will respond most perfectly when called upon to play a rugged part. Soft handling will soften even the best men. But even the weak man will develop a new vigor and confidence in the face of necessary hardship, if moved by a leadership that is courageously making the best of a bad situation. (Excerpt from the Armed Forces Officer).

a. Develop Combat Fitness in yourself and your Marines. This should be a graduated realistic program that develops muscular and aerobic endurance, strength coupled with speed for power, balance and coordination.

b. Promote a healthy lifestyle. Ensure your Marines understand basics of sanitation and hygiene, as well as how a healthy lifestyle promotes greater fitness.

c. Ensure physical training ties into the mental and character disciplines in order to develop mental toughness.

d. In combat maximize the amount of rest that you and your Marines receive.

e. Train with your gear, but take only what you need. Pack smart. Pack light.

f. Do not confuse quality of life (QOL) with troop welfare. No leader should begrudge his subordinates decent living and working conditions in garrison or aboard ship.

g. Understand that troop welfare is not giving Marines what they want but what they need and that the best form of troop welfare is tough realistic training.

PROFESSIONALISM AND ETHICS.

Professionalism. One aspect of the Marine Corps that makes us so special is the high standards of performance and conduct for which we are recognized. This reputation is based upon the deeds and the actions of Marines from our past. But what made their actions so memorable was the level of professionalism and conduct associated with those actions. So it continues today. We are an elite organization that views itself as special and with the highest standards. But what does it mean to be a professional?

The Marine Corps is neither a job nor merely a career men and women drone through in order to reach retirement. When we took our oath, in our hearts we pledged to give our all and sacrifice everything if necessary. As members of a Corps, of a team, we understand the concept of selflessness, subordinating our personal needs for that of the common good. We have accepted the fact that as Marines we are expected to maintain the highest standards of conduct and performance. Our appearance must be squared away and our attention to detail meticulous. This is what makes us a professional. It is the hallmark of a Marine, of a Warrior/Defender.

Ethics. The most important aspect of being a professional is our character. Our character is defined as the values by which we live our life. It governs our actions and guides our decisions. As warriors, we embrace a set of values that allows us to live life by an ethical set of standards. These ethical standards are set forth in the Constitution, the UCMJ, Law of War, Code of Conduct, regulations, and customs and traditions of the service.

It is important to understand that to be a professional and to be a warrior you must be an individual whose character is based upon certain ethical standards and values. For a Marine, these are things we have been taught since the first day of recruit training or OCS. But to truly be a warrior/defender, you must apply these values without exception. This requires decision

making using ethical standards. It comes down to always listening to your conscience and making the right choice.

"It's easy to do justice, but hard to do right."- LTCOL. George H. Bristol.

"What's right isn't always popular, and what's popular isn't always right."- Unknown author.

These are statements that illustrate the characteristics of ethics, and what it takes to be an ethical warrior.