

Leading Marines



U.S. Marine Corps

To Our Readers

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DEPARTMENT OF THE NAVY
Headquarters United States Marine Corps
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FOREWORD

Since our 30th Commandant, General Carl E. Mundy, first published *Leading Marines* in 1995, it's had a positive impact throughout our Marine Corps. It's generated spirited discussions about what it means to be a Marine, and how to lead Marines, and it is the base document for the leadership curriculum in all our resident schools. Our philosophy of leadership, as described in this publication, is in consonance with our rich and storied past.

That said, it was time to update *Leading Marines*. As Marines, we lead by example, often instilling values using stories. During the last 13 years of continuous combat, Marines have added to our legacy, some of their stories superbly illustrating our leadership philosophy. You'll recognize many of those stories herein. We speak in this publication about those timeless attributes that form the soul of our Corps . . . those attributes that carried Marines forward through the wheat fields of Belleau Wood to the strongholds of Fallujah and Marjah. Additionally, our core values, leadership traits, and leadership principles are given added emphasis in this edition. In the end, the intent of this revision is to better describe our timeless leadership philosophy. It was in this spirit that *Leading Marines* was revised.

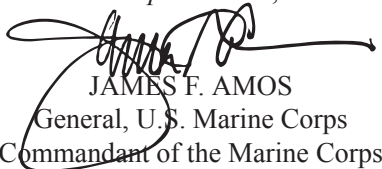
Simply put, this publication describes the leadership philosophy that distinguishes the U.S. Marine Corps. This publication is not meant

to be a “how to” guide on leadership, rather, it provides broad guidance in the form of concepts and values.

Additionally, *Leading Marines* is not designed as a reference manual; it is meant to be read from cover to cover. Its three chapters have a natural progression. Chapter 1 describes our ethos—who we are and what we do for our Nation. Building on that understanding, Chapter 2 covers the foundations of Marine Corps leadership. Chapter 3 then addresses overcoming the challenges our leaders face.

Once you read this publication, I charge you to discuss it with your peers, subordinates, and seniors. As General Mundy laid out in his foreword to the original publication in 1995, leading Marines is the most important responsibility in our Corps, and thus we must educate the heart and mind to prevail on the battlefield and in the barracks, in war and in peace.

Semper Fidelis,



JAMES F. AMOS
General, U.S. Marine Corps
Commandant of the Marine Corps

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Leading Marines

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Introduction

The act of leading Marines is a sacred responsibility and a rewarding experience. This publication describes a leadership philosophy that speaks to **who we are** as Marines. It is about the relationship between the leader and the led. It is also about the bond between all Marines that is formed in the common forge of selfless service and shared hardships. It's in this forge where Marines are hardened like steel, and the undefinable spirit that forms the character of our Corps is born. It draws from shared experiences, hardships, and challenges in training and combat.

Leading Marines is not meant to be read passively; as you read this publication, think about the material. You should reflect on, discuss, and apply the concepts presented in this publication. Furthermore, it is the responsibility of leaders at all levels to mentor and develop the next generation of Marine leaders. This publication contains numerous vignettes, drawn from our rich history, to give substance to the concepts. Marine leaders should add to these examples by sharing their own experiences with their Marines.

To effectively lead Marines, you must first understand what it is to be a Marine; you need to know **who we are** and **what we do** for our Nation. Our core values and traditions lie at the heart of our Marine Corps ethos and form the basis of the first chapter. The second chapter focuses on the foundations of Marine Corps leadership—the relationship between the leader and the led and the leadership traits and principles that are taught to every

Marine. It goes on to address morale, discipline, and courage. The third chapter describes some of the challenges to leading in uncertain conditions and how to overcome them. It relies on the stories of Marines to illustrate our character and vividly depict, through action, what is required to lead Marines.

In the end, this publication speaks about the soul of our Corps, leadership, and its many attributes. It's written about Marines, and it's written for Marines.



Chapter 1

Our Ethos

Resolved, that two Battalions of [M]arines be raised . . . that particular care be taken that no persons be appointed to office or [e]nlisted into said Battalions, but such as are good seamen, or so acquainted with maritime affairs as to be able to serve to advantage by sea, when required. . . . That they be distinguished by the names of the first and second battalions of American Marines . . .¹

—Resolution of the Continental Congress on 10 November 1775

Among Marines there is a fierce loyalty to the Corps that persists long after the uniform is in mothballs. . . . Woven through that sense of belonging, like a steel thread, is an elitist spirit. Marines are convinced that, being few in number, they are selective, better, and, above all, different.²

—Lieutenant General Victor H. Krulak



Before there was a United States, there was a Marine Corps. The Marine Corps legacy began with a resolution of the Continental Congress on 10 November 1775 and continues through today. Our predecessors passed down the rich heritage that shaped each succeeding generation of Marines.

Knowing who we are as Marines is essential to understanding how we lead Marines. Marines come from all walks of life, but being a Marine transcends our differences. Being a Marine is not a job or a particular occupational specialty. It is a calling. It is a state of mind. Being a Marine comes from the eagle, globe, and anchor tattooed on the soul of every one who has worn our cloth. It is a mark seared in our innermost being that comes after the rite of passage in boot camp at Parris Island or San Diego, or initial officer training at Quantico—when young men and women earn the title “Marine.” Once they undergo the transformation, they become a Marine for life.

The story of Michael “Mike” Joseph Mansfield illustrates the lifelong impact of the Marine Corps. At age 14 during World War I, he dropped out of school, lied about his age, and enlisted

in the US Navy. After discovering his real age, the Navy discharged him. He then served as a private in the US Army from 1919 to 1920. Afterwards, he joined the Marines where he served from 1920 to 1922, stateside and in the Philippines. In 1942, he began a distinguished career in politics with his election to the US House of Representatives, representing Montana's 1st Congressional District. After serving five terms in the House of Representatives, the voters elected him to the US Senate where he eventually rose to the position of Senate



The final resting place of Private Michael Mansfield, US Marine Corps, Arlington National Cemetery.

Majority Leader. He retired from the Senate in 1976. From 1977 to 1988, he served as the US Ambassador to Japan. At age 98, he passed away and was laid to rest in Arlington National Cemetery. One would expect his grave to be marked by an imposing monument recording his military, congressional, and ambassadorial service. Instead, his common headstone, shared by many interred in Arlington, simply reads: "Michael Joseph Mansfield PVT US Marine Corps MAR 16 1903 OCT 5 2001." At the end of Mike Mansfield's life, being a Marine was all that mattered. The story of Private Mansfield illustrates what we mean when we say, "Once a Marine, always a Marine."

Being a Marine is being part of something larger than oneself. There is a spirit—an *esprit*—that defines our Corps. To understand what it means to be a Marine, you must understand how we make Marines by instilling and abiding by the core values of honor, courage, and commitment. As a Marine leader, you must also understand our naval character and expeditionary mindset, our philosophy that every Marine is a rifleman, and our commitment to selfless service, all of which are in keeping with Marine tradition.

MAKING MARINES: THE TRANSFORMATION

A sense of elitism has grown “. . . from the fact that every Marine, whether enlisted or officer, goes through the same training experience. Both the training of recruits and the basic education of officers—going back to 1805—have endowed the Corps with a sense of cohesiveness enjoyed by no other American service.”³



Every Service recruits young men and women from American society. The difference with the Marines is that we don't rely on bonuses and benefits to attract the best. We offer a challenge. We ask, “Do you have what it takes to be a Marine?” Not, “What can the Marine Corps do for

you?” We then send those who accept the challenge to Parris Island, San Diego, or Quantico where they receive more than just superb training; they are ingrained with a shared sense of service, honor, and discipline. The result is remarkable. Those who have what it takes undergo a personal transformation so incredible that often parents have difficulty recognizing their children who become Marines. A mother of a Marine described it this way:

When my son left home he had no motivation, he was lazy, sloppy, no pride, no self-worth. This is the boy that got off the bus March 18th at Parris Island. The man that I met on Thursday for [parents’] day is AWESOME. There is no way I can describe to you all the difference. He looks different, he walks different, he talks different, he has such a sense of bearing and pride all I could do was look at him in awe. Oh yes, the training is hard, what he went through is unimaginable to any one that has not been there. They are definitely taught to be Warriors. Let me tell you the surprise of what else they are taught. My Marine son has better values, better morals, better manners than [anyone] I know. It is so much more than Yes Sir, Yes [Ma’am] . . . so much more. He cares about how he looks, he cares about what he does, and [it’s] not a boastful, bad ass thing. He is a true gentleman. I saw patience, and a calmness in him that I have never seen. I could never express my gratitude enough to the Marine Corps for what they have given my son.⁴

Those who make it through boot camp and initial officer training win our Nation’s battles and return to society better citizens. The Corps’ history is full of tales of individual triumphs—Sergeant Major Dan Daly, Gunnery Sergeant John Basilone, Lieutenant General “Chesty” Puller, Colonel John Glenn, Private First Class

James Anderson, Jr., Corporal Jason Dunham, Sergeant Dakota Meyer, Corporal Kyle Carpenter, and countless others—that exhibit the indomitable spirit of Marines in combat and in surmounting day-to-day challenges. You, as a Marine leader, have the responsibility to sustain the transformation.

OUR CORE VALUES

Our motto is *Semper Fidelis*, Always Faithful. We are faithful to our Nation, the Corps, and to each other. This is not blind faith, it is a faith guided by our values. As Marines, we share the core values of **honor**, **courage**, and **commitment**. As much as anything else, our core values set us apart. They give us strength, influence our attitudes, and regulate our behavior. They bond all Marines into a band of brothers that can meet any challenge. In the end, these values make us better citizens when we return to a society that sometimes questions values. Many Marines realize this when they go home for the first time and notice they are different from their old buddies.

HONOR: The bedrock of our character. The quality that guides Marines to exemplify the ultimate in ethical and moral behavior; never to lie, cheat, or steal; to abide by an uncompromising concept of integrity; to respect human dignity; to have concern for each other. The quality of maturity, dedication, trust, and dependability that commits Marines to act responsibly, to be accountable for actions, to fulfill obligations, and to hold others accountable for their actions.

COURAGE: The heart of our core values. Courage is the mental, moral, and physical strength the Corps ingrains in Marines to carry them through the challenges of combat and the mastery of fear, to do what is right in every situation, to adhere to a higher standard of personal conduct, to lead by example, and to make tough decisions under pressure. It is the inner strength that enables Marines to take that extra step.

COMMITMENT: The spirit of determination and dedication in Marines that leads to professionalism and mastery of the art of war. It leads to the highest order of discipline for unit and self; it is the ingredient that enables 24-hour-a-day dedication to Corps and Country, pride, concern for others, and an unrelenting determination to achieve a standard of excellence in every endeavor. Commitment is the value that establishes the Marine as the warrior and citizen others strive to emulate.

It takes time for Marines to internalize these values and it is a leader's responsibility to live them, demonstrate them, and instill them in their subordinates.

OUR NAVAL CHARACTER AND EXPEDITIONARY MINDSET

Ours is a world ideally suited for the employment of warriors who come from the sea, whose past and potential future battle-grounds are mainly in the “watery maze,” green water, and

coastal regions that comprise the littorals of the world. Operations along these littorals require special “training and preparation . . . along Marine Corps lines. It is not enough that the troops be skilled infantry men or artillery men . . . they must be skilled water men and jungle men who know it can be done—Marines with Marine training.”⁵

The Marine Corps’ naval character has shaped the Corps since its inception. Our naval character makes us different because it combines the characteristics of soldiers and sailors. In 1775, Congress resolved that two battalions of Marines be raised “. . . such as are good seamen, or so acquainted with maritime affairs as to be able to serve to advantage at sea, when required.”⁶ The result is a sea soldier—an odd conglomeration that talks like one, dresses like another, and fights better than both. The determination to be different, and remain different, manifested itself in many ways over the years—from military appearance, to strict obedience to orders, to disciplined behavior, to adherence to standards, to persistent engaged leadership, and, most of all, to an unyielding conviction that we exist to fight. These characteristics have distinguished Marines since 1775.

The historic partnership between the Navy and the Marine Corps is a heritage that continues today. The anchor in our emblem symbolizes that the individual Marine remains a soldier of the sea. Marine officers are “naval” officers and our pilots are “naval” aviators. Marines have served on ships since our inception, and the Marine Corps has been part of the Department of the Navy since 1834.

As early as 1798, the Secretary of the Navy noted that the Corps' missions were of an "amphibious nature." Though early Marines served primarily on board ships as part of the ship's company, they always had a secondary role to serve as expeditionary forces, whenever or wherever needed. Marine Captain Samuel Nicholas' amphibious expedition to New Providence island in the Bahamas in 1776 and Marine Lieutenant Presley O'Bannon's 1804 landing in Tripoli were the first deployments of American forces on foreign soil. Since then, Marines have conducted expeditionary and sustained operations ashore in Cuba, Panama, the Philippines, Haiti, China, France, the Pacific, Korea, Lebanon, the Dominican Republic, Vietnam, Grenada, Kuwait, Afghanistan, Iraq, and scores of other places.

Although specific missions differ, what remains constant is our unyielding commitment to protect the lives of our citizens and the



Marines landing on New Providence.

interests of the United States. Our purpose, mandated by Congress, is to be the Nation's signature crisis response force. As such, we "must be most ready when the Nation . . . is least ready."⁷⁷ As you read this, there are Marines stationed overseas and forward deployed. Some are guarding embassies, others are afloat, and still others are conducting operations ashore. To Marines, being expeditionary is more than the mere ability to deploy overseas when needed. It is an institutional imperative that drives us to deploy rapidly and operate on arrival. Often deploying into an austere environment, Marines bring what they need to accomplish the mission and often that means they are ready to fight. This expeditionary mindset is the most critical contributor to the Corps' success in crisis response and complex contingencies. Marine leaders have deliberately cultivated this mindset for generations. It is this mindset that generates both



Marines of Company F, 2d Battalion, 4th Marines resting between combat operations in Helmand Province, Afghanistan.

combat power and the organizational flexibility to accomplish diverse missions around the world. Our expeditionary culture emphasizes being fast, austere, and lethal.

EVERY MARINE A RIFLEMAN



“THE DEADLIEST WEAPON IN THE WORLD IS A
MARINE AND HIS RIFLE.”⁸

—General John “Black Jack” Pershing, US Army

Our role as an expeditionary force in readiness requires that we make every Marine a rifleman first. Before we teach Marines to fly aircraft, drive tanks, maintain equipment, or any of the other skills necessary for a combat ready Marine Corps, we teach them to shoot accurately. Then we teach them basic infantry skills. During expeditionary operations, no Marine is very far from the fighting; there are no “rear area Marines.” Combat and combat service support units defend themselves and, when necessary, fight as provisional infantry.

Every Marine a rifleman is not a new concept. The first Marine aviator to earn the Medal of Honor in World War II, Captain Henry “Hank” Elrod, was a fighter pilot with VMF-211. He arrived on Wake Island on 4 December 1941 and 4 days later he

was fighting the Japanese in the air. On 12 December, he single-handedly attacked a flight of 22 enemy planes, downing 2 of them. Additionally, he executed several low-altitude bombing and strafing runs on enemy ships. During one of these attacks, he sank the Japanese destroyer *Kisaragi*. When hostile fire eventually destroyed all US aircraft on Wake Island, he assumed command of part of the ground defense. In this role, he was responsible in large measure for the strength of his sector's gallant resistance as he and his Marines valiantly repulsed numerous Japanese attacks. On 23 December, Captain Elrod was mortally wounded while protecting his men who were carrying ammunition to a gun emplacement.⁹

Nearly 71 years later, Marines from the same squadron (redesignated VMA-211) would once again prove that every Marine is a rifleman. On the night of 14 September 2012, 15 heavily-armed Taliban insurgents dressed in US Army uniforms breached the eastern perimeter of Camp Bastion in Helmand Province, Afghanistan. The insurgents split into three teams of five men each and commenced a coordinated attack on the airfield. Realizing the flight line was under attack, the VMA-211 commander, Lieutenant Colonel Christopher Raible, armed only with his pistol, organized his pinned down Marines into fire teams for a counterattack. During the fighting, he was mortally wounded when a rocket propelled grenade detonated next to him.¹⁰

During the attack on the airfield, Sergeant Bradley Atwell, an avionics technician, immediately directed his Marines to grab

their rifles and accompany him. Leading his Marines, Sergeant Atwell ran toward the aircraft and structural fires that were visible along the flight line, as tracer rounds ricocheted between him and the other Marines. “While continuing to press forward along the edge of the aircraft parking area, [he] became separated from the others when a rocket propelled grenade exploded approximately 3 meters from his position, knocking him down with mortal injuries. Sergeant Atwell crawled to cover and returned fire in the direction of the enemy until succumbing to his wounds.”¹¹

Meanwhile, the squadron executive officer, Major Robb T. McDonald, and two other officers maneuvered more than a mile on foot through an area exposed to enemy fire. When his commanding officer was mortally wounded, Major McDonald took command. While leading a small team to reconnoiter the flight line, he killed an insurgent with a rifle he had borrowed and then expertly coordinated two helicopter strikes. Additionally, Marines from another squadron, VMM-161, killed one group of five insurgents with small arms fire as the enemy tried to advance along the flight line. In the end, the enemy was defeated after a 4-hour fire-fight by Marine aviators and maintainers, personnel from No. 51 Squadron Royal Air Force Regiment, and helicopter fire support.¹²

Marines fighting as riflemen occur with such regularity that non-Marines are often surprised to learn that there are any specialties in the Corps other than infantry. This perception is part of what makes the Corps exceptional.

SELFLESSNESS

Another element that defines Marines is selflessness: a spirit that subordinates self-interest to that of the Country, Corps, and fellow Marines. There is almost nothing more precious to a Marine than a fellow Marine. This traditional bond flows from the rigorous training that all Marines receive and the shared danger and adversity inherent in combat operations. William Manchester described his World War II experience as a Marine fighting in the Pacific this way, “Those men on the line were my family, my home. They were closer to me than I can say, closer than any friends had been or ever would be. They had never let me down, and I couldn’t do it to them. I had to be with them, rather than let them die and me live with the knowledge that I might have saved them. Men, I now knew, do not fight for flag or country, for the Marine Corps or glory or any other abstraction. They fight for one another. Any man in combat who lacks comrades who will die for him, or for whom he is willing to die, is not a man at all. He is truly damned.”¹³

In one of the many fights en route to the Chosin Reservoir during the Korean War, Private Stanley Robinson lay wounded in a warming tent of the medical battalion and listened “to the cascading sound of a fire fight to the north. It was not long before the ambulance jeeps drew up outside. Litterbearers brought in a stretcher and placed it alongside Robinson.

“What outfit you from?” Robinson asked.

“Easy, 7th,” the inert figure mumbled.

“Did we get hit?”

“Clobbered. Mr. Yancey’s wounded—so’s the skipper—everybody is, I guess.”

Robinson sat up. In the darkness he got into his clothes and parka. He stifled a moan as he pulled the shoe-pacs on over his swollen feet.

“Be seein’ you, Mac,” he whispered.

Robinson stumbled to the entrance and lurched through the opening. The cold night air made him gasp. He was selecting a weapon from a discarded stack of rifles when a corpsman came to him.

“What’n hell you doin’, Robinson?”

“What does it look like, Doc?” . . . Robinson slung the rifle over his shoulder and headed for the hill mass to the north. When he came to the steep hillside he had to crawl. The blisters on his feet had broken and his socks were wet with blood and pus. Robinson found his way to Easy Company, he found Yancey.

“What’n hell you doin’ here?” Yancey asked hoarsely.

“Looking for a job.”

Yancey spat blood in the snow. “You got one. Over there.”¹⁴

Marines understand why there was no emotional greeting from Yancey when Robinson rejoined the platoon. Thanks were neither expected nor given. Both knew Private Robinson would rejoin his fellow Marines, if he could. Private Robinson’s action in 1950 captures the essence of selfless service. Leaving the warming tent, selecting a weapon, and struggling to rejoin his battered platoon

was an act of extraordinary personal courage, but it was not an aberration; instead, it was an act that sprang from the rich tradition of Marines who choose service over self.

Fifty-four years later, First Sergeant Bradley Kasal clearly demonstrated selfless service as the Weapons Company First Sergeant, 3d Battalion, 1st Marines during the Battle of Fallujah. On 13 November 2004, First Sergeant Kasal was assisting 1st Section, Combined Anti-Armor Team (CAAT) Platoon, in providing a traveling overwatch for 3d Squad, 3d Platoon, Company K, while they cleared in zone:

During the clearing operation, 3d Squad along with the CAAT squad heard a large volume of fire and observed wounded members of an adjacent platoon rapidly exiting a building to their immediate front. They quickly learned that Marines were pinned down in the house by an unknown number of insurgents. Realizing that they were short personnel to make an entry and clear the structure, the 3d Squad Leader asked the CAAT squad if they could assist with clearing the building. Without hesitation, First Sergeant Kasal volunteered. He led the squad into the house, suppressing and killing the enemy, who were fighting from hardened positions. After the first room was cleared, First Sergeant Kasal and two other Marines observed a wounded Marine two rooms away from their position. Upon entry into the first of the two rooms, First Sergeant Kasal immediately confronted, engaged, and killed an insurgent. Continuing towards the wounded Marine, the three Marines received heavy enemy fire as soon as they entered the second room. First Sergeant Kasal

and another Marine were both struck in the legs becoming urgent casualties. The enemy began throwing grenades on the wounded Marines below. Selflessly, First Sergeant Kasal rolled on top of the other Marine in order to shield him. After reinforcements arrived, First Sergeant Kasal, with seven gunshot and five fragmentation wounds, refused aid until the other Marines were extracted. A total of seven wounded men were medically evacuated from the building before First Sergeant Kasal.¹⁵

Despite his grievous wounds, First Sergeant Kasal continued to shout words of encouragement to his Marines while he engaged the enemy. Later as First Sergeant Kasal was put into the CASEVAC [casualty evacuation] helicopter, he grabbed his battalion commander by the flak jacket and implored him to take care of the



From left to right: Lance Corporal Christopher Marquez, First Sergeant Bradley Kasal, and Lance Corporal Dan Shaeffer in Fallujah 2004. (Photo courtesy of photographer Lucian Read.)

Marines. First Sergeant Kasal could have remained outside of the building, coordinating support and the medical evacuation. Instead, he chose to face the enemy alongside his Marines.

Private Robinson and First Sergeant Kasal epitomize the Marine ethos of selfless service, which Marines continue to demonstrate in countless ways and in countless places. It is a part of who we are.

MARINE TRADITIONS

*There is nothing particularly glorious about sweaty fellows going along to fight. And yet they represent a great deal more than individuals mustered into a division. There is something behind those men: the old battles, long forgotten, that secured our [N]ation . . . traditions of things endured, and things accomplished such as regiments hand down forever . . .*¹⁶

—Captain John W. Thomason, Jr.

Marine traditions are an inseparable part of who we are as Marines. Ordinary men and women, who showed extraordinary leadership and courage, both physical and moral, shaped and continue to shape our heritage. Separately and collectively, our traditions set us apart from other fighting forces and are the cement that bonds the Marine Corps together and give Marines a common outlook regardless of rank, unit, or billet. Our traditions transcend the individual and are shared by all Marines.

Marines believe they should be where the fight is. In 1983, a veteran of the terrorist bombing in Beirut stood amidst the rubble, carnage, and despair surrounding his fallen comrades, barraged by questions from news reporters. “Should you be here? Should anyone be here? Should the United States pull out?” The young lance corporal’s answer was straightforward: “Where else should I be? I’m a United States Marine. If anyone must be here, it should be Marines.”

Lance Corporal Jeffrey Nashton was gravely wounded—unable to talk or see—during the Beirut bombing and was evacuated to a hospital in Germany. While in the hospital, he was visited by the Commandant. As General P. X. Kelley stooped beside the Marine



Aftermath of Beirut bombing.

to say a few words of comfort into his ear, the lance corporal reached up to feel the stars to make sure that the man talking to him was who he claimed to be. Unable to see or speak, weak from a concussion and other injuries, the young Marine motioned for something with which to write. He could have written anything; he could have asked for anything. Instead, he wrote, “*Semper Fi*”—Always Faithful. He was concerned more about his Corps and his fellow Marines than himself.¹⁷

Individual Marines—like those described above—feed our Corps’ spirit. From their first day of training to their first assignments, to their first celebration of the Marine Corps birthday, the Corps infuses those who set out to be Marines with an understanding of the deeds of their predecessors. The spirit of the Marine Corps is sustained as today’s Marines step forward to take their place. These Marines give meaning to the phrases “*Semper Fidelis*,” “uncommon valor,” “every Marine a rifleman,” and “first to fight.”

Marine traditions manifest themselves in other ways as well. Our language reflects our naval heritage, while our birthday, hymn, and uniforms set the Corps apart from other military services.

Much of our distinct language comes from our naval roots. Marines refer to bathrooms as heads, floors as decks, ceilings as overheads, walls as bulkheads, and corridors as passageways. We respond to verbal orders with “Aye, Aye, Sir,” acknowledging that we both understand and will comply with the command. Other terms are also steeped in lore. The term “Leatherneck” comes from the stiff leather collar worn by Marines from 1798 to 1872. Legend has it that German soldiers referred to the Marines