

Although only 4 of the more than 100 IEDs discovered were found by using hoses during 3 months of operations in the Lima Company area of operations, it was 4 fewer devices that could have injured Marines or innocent civilians. The water also softened the soil, making it easier to dig into while they searched for pressure plates and wires.



Marines from Lima 3/1 clearing the Safar Bazaar.

## INNOVATION

From the development of dive bombing in Nicaragua, to the pioneering of amphibious warfare between World Wars I and II, to operational maneuver from the sea, Marines have always sought innovative solutions to problems. Innovation requires that leaders listen to their subordinates.

Nowhere is our ability to innovate better demonstrated than in the development of our integrated air-ground combat team. The history of Marine aviation—since its inception in 1912—is a story of heroism, skill, and dedication and the continuous effort to develop better ways for air and ground forces to operate together. In aviation alone, Marines pioneered the development of close air support, helicopterborne operations, movable expeditionary airfields, dedicated airborne electronic warfare platforms, vertical/short takeoff and landing jets, expeditionary maintenance organizations and tilt-rotor assault support, and interoperable air command and control systems. Early attempts at close air support go back as far as 1919 when the first air units deployed to Haiti in support of ground forces. Beginning with pilots dropping small bombs out of open cockpits, aviators such as Lieutenant Lawson H.M. Sanderson began experimenting with dive bombing, which dramatically increased accuracy. The creation of the Fleet Marine Force in 1933 formalized the role of aviation as an element of the air-ground team. During the fleet landing exercises in the late 1930s, Marines developed the doctrine, techniques, and tactics that made close air support a reality in World War II.<sup>15</sup>

Our reputation as innovators stems, in part, from periodic examinations of our role in the national defense structure. After World War I, our predecessors sought to redefine the Corps, which had fought alongside the Army in the trenches in France. They focused on the requirement to seize advanced naval bases and developed doctrine for amphibious operations at a time when the other militaries of the world, in the aftermath of Gallipoli, considered it a reckless mission. By 1926, the Marine Corps was teaching courses

in Pacific strategy and amphibious operations. It was in Marine Corps schools that students and faculty developed a list of chronological steps for planning and executing amphibious operations, resulting in the historic 1934 *Tentative Manual for Landing Operations*.<sup>16</sup> As Marines became experts in amphibious operations, they also trained US Army divisions in the tactics that would be used by them to land at Casablanca, Sicily, Anzio, and Normandy in the European theater; and at Kwajalein, Leyte, and Okinawa in the Pacific.<sup>17</sup> Marines went further still and developed a landing craft and a reef-crossing tractor that became primary tools in both the Pacific and European theaters of World War II.

During the landing exercises in 1924 in Culebra, Puerto Rico, Marines tested two types of landing craft: a 50-foot motor lighter based on the British “Beetle” boat and the Christie amphibian tank. Although the Marines successfully offloaded artillery from the “Beetle” boat, it still needed work. Though the Christie proved unseaworthy, it served as a forerunner to the amphibious tractor used during World War II. In the mid-1930s, the Marine Corps experimented with four modified commercial fishing boats and one metal surf boat. None of the five boats were found suitable due to problems that included exposed rudders and propellers that dug into the beach and a 10-foot drop for the Marines as they debarked. In 1938, the Navy tested the Eureka boat designed by Andrew Higgins. With a shallow draft and a tunnel to protect the propeller, the Eureka boat was able to land and then reverse off the beach. During exercises, the Marines had difficulty offloading personnel and equipment due to the high sides. After seeing a picture of a Japanese landing craft with a bow ramp conducting assault

landing operations in Shanghai, Mr. Higgins added a ramp to his design, which led to the development of the [landing craft vehicle, personnel] LCVP.<sup>18</sup>



Higgins boat moves in to close in on smoke obscured island of Tarawa.

These innovations and others enabled the Marines to defeat the Japanese in a series of successful amphibious operations across the Pacific. After World War II, General Alexander A. Vandegrift summed up the importance of Marine Corps innovation during the interwar period, “Despite its outstanding record as a combat force in the past war, the Marine Corps’ far greater contribution

to victory was doctrinal: that is, the fact that the basic amphibious doctrines which carried Allied troops over every beachhead of World War II had been largely shaped—often in the face of uninterested and doubting military orthodoxy—by U.S. Marines, and mainly between 1922 and 1935.”<sup>19</sup> The Marine Corps also added to counterinsurgency doctrine by codifying its vast experience in operations other than war in the *Small Wars Manual* in 1940—a manual that continues to prove its relevance in the 21st century.

The innovations of Marine leaders have changed the character of war. Whether it was developing a system to use naval gunfire in support of landing forces, studying the art of dive bombing, figuring out how to drop bombs at night and in all kinds of weather, or developing and proving the concept of maritime repositioning, they all demonstrated the impact of Marine leaders who combined vision and initiative.

Lieutenant General Victor A. Krulak developed a set of rules he followed to promote innovation and creativity. First, leaders should “make it [their] duty to bring [subordinates’] ideas and criticisms to the surface where all may analyze and evaluate them.” Ask for ideas and you will get them. Second, leaders must “clear a path” to their doorstep. Subordinates should use the chain of command, but ideas must rise to the top. Leaders must allow subordinates the opportunity to show initiative. Third, because innovation is imprecise and because subordinates, especially junior ones, will make mistakes, protect them. “Zero defects” are not a standard of measurement. They do not encourage initiative; they stifle it. Lastly, emphasize that you expect honest expression of the subordinates’ best thinking. Do not tolerate patronizing behavior!<sup>20</sup>

## DECENTRALIZATION

Many years ago, there was a promotion examination question for lieutenants. The lieutenants were told that they had a 10-man working party, led by a sergeant, and must erect a 75-foot flagpole. Those lieutenants who tried to figure out how to erect the flagpole failed, no matter how accurate their calculations. The correct solution is to simply give the order, “Sergeant, put up that flagpole.”<sup>21</sup> This question illustrates the point that decentralized leadership is taught, expected, and practiced throughout the Marine Corps. Decentralization is simply authorizing subordinates to act, guided by commander’s intent and focus of effort, in situations where judgment and experience dictate action. The Marine Corps has long understood the advantage of allowing junior leaders to apply judgment and act on their decisions and has enjoyed great success decentralizing authority to the lowest levels. Marines fighting expeditionary wars during the first half of the 20th century exemplified this. Whether on duty in the Legation Quarter in China during the 1920’s, with the *gendarmerie* in Haiti, or on patrol with the Guardia in Nicaragua, junior Marines—sergeants and lieutenants—supported United States policy; kept law and order; suppressed revolts against governments; and protected American lives, interests, and property.

During World War II, the actions of junior leaders were directly responsible for our successes in the island-hopping campaigns of the Pacific. Decentralized decisionmaking—pushing authority, responsibility, and accountability to the lowest levels—promoted

speed in execution. In battle after battle, small units were able to make a decisive difference because of the actions of subordinate leaders. Of Tarawa, Colonel Merritt A. Edson mentioned decentralization and adaptability as important parts of the final outcome. “It is my opinion that the reason we won this show was the ability of the junior officers and noncoms to take command of small groups of six to eight or ten men, regardless of where these men came from, and to organize and lead them as a fighting team.”<sup>22</sup>

As a result of these experiences, the Marine Corps developed the modern-day fire team and produced the world’s finest noncommissioned officers. The tradition of encouraging decentralized decisionmaking continues today and is manifested in such peacetime duty as that performed by Marine Security Guard detachments commanded by staff noncommissioned officers, drill instructors at recruit depots and Officer Candidates School, and the small-unit combat patrols in the strife-torn streets of every corner of the globe.

Testimony to the skills of Marine small-unit leaders was the development of the combined action program. First used with success in Haiti (1915–1934), then later in Santo Domingo (1916–1922) and Nicaragua (1926–1933), and then used again in Vietnam.<sup>23</sup> Often, the combined force was commanded by a Marine squad leader—a sergeant or a corporal. In Iraq and Afghanistan, this concept took the form of small training and advising teams embedding with Iraqi and Afghan security forces.



Marine advisor in Afghanistan.

## THE INDOMITABLE WILL TO WIN

*A great and successful troop leader said that there comes a point in every close battle when each commander concludes that he is defeated. The leader who carries on, wins.*

*Positions are seldom lost because they have been destroyed, but almost invariably because the leader has decided in his own mind that the position cannot be held.<sup>24</sup>*

—Items 36 and 38 from *Battle Doctrine for Front Line Leaders*

All leaders lead in much the same way. Why then, do some Marine leaders succeed and others fail? What is it that some leaders have that others do not? The common trait of successful leaders is an indomitable will to win that enables them to face the most challenging of tasks and extract the most from their subordinates.

Captain William Barber's Medal of Honor citation reflects how his performance from 28 November 1950 to 2 December 1950 demonstrates the importance of a leader's will. Captain Barber received the mission to defend a critical 3-mile long mountain pass along the 1st Marine Division's main supply route. Captain Barber's battle weary Marines dug in positions in the frozen, snow-covered hillside. That night, an estimated regimental strength force savagely attacked over a 7-hour period, inflicting heavy casualties. After repulsing the enemy, Captain Barber assured his higher headquarters that he could hold his isolated position if supplied by air drops. He understood that if he abandoned his defensive position, 8,000 Marines would be trapped at Yudam-ni and would not be able to join the 3,000 more awaiting their arrival at Hagaru-ri for the continued drive to the sea. Despite severe wounds that forced him to be carried on a litter, Captain Barber continued to lead his Marines. Through 5 days and 6 nights of repeated attacks by the Chinese, he and his courageous Marines held, killing approximately 1,000 enemy combatants in the bitter subzero weather. When the company was finally relieved, only 82 of his original 220 men were able to walk off the hill under their own power. Captain Barber's indomitable will inspired his men and allowed the 1st Marine Division to avoid destruction by withdrawing from the Chosin Reservoir.<sup>25</sup>

It is tough-minded leaders like Captain Barber that hold units together under extreme stress. Lieutenant Colonel Murray, commanding the 5th Marines at the Chosin Reservoir, summed up what was required of leaders: “I personally felt in a state of shock, the kind of shock one gets from some great personal tragedy, the sudden loss of someone close. . . . My first fight was within myself. I had to rebuild that emptiness of spirit.”<sup>26</sup> For leaders to hold units together under adverse conditions, they must first fight—and win—the battle within themselves.

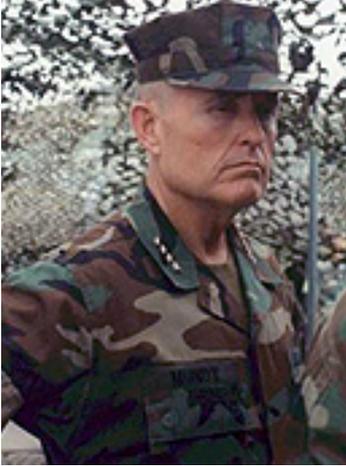
## COMBAT POWER AND WINNING

Combat power is “the total means of destructive and/or disruptive force which a military unit/formation can apply against the opponent at a given time.”<sup>27</sup> Napoleon clearly understood that the combat power of a unit is not measured solely by the number of people, rifles, tanks, cannons, trucks, fuel, ammunition, or airplanes a military force possesses when he said, “The moral is to the physical as three to one.”<sup>28</sup> By moral, Napoleon meant those mental and spiritual qualities of a unit. The moral quality is an organization’s ability to conduct combat operations by overcoming challenges faced on the battlefield. Creating and sustaining superior combat power requires the combination of the tangible activities of war—maneuver, firepower, and protection—with the intangible elements of war—unit *esprit*, discipline, cohesion, and individual courage. It is these intangible qualities that make certain units superior to others on the battlefield. They enable organizations to take high casualties

and continue their missions and can compensate for material deficiencies. It is the leaders who instill these intangible qualities in their Marines. In the end, ***“Success in battle is not a function of how many show up, but who they are.”***<sup>29</sup>

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# Epilogue



General Carl E. Mundy, Jr.

Because of engaged, compassionate, and caring leaders, serving in the Marine Corps is a defining experience for everyone who has worn our cloth. Generations of Marines accepted this sacred responsibility. This challenge is now passed to you. Thus it is fitting to end this version of *Leading Marines* with the words of General Mundy, its original author.

“The most important responsibility in our Corps is leading Marines. If we expect Marines to lead and if we expect Marines to follow, we must provide the education of the heart and of the mind to win on the battlefield and in the barracks, in war and in peace. Traditionally, that education has taken many forms, often handed down from Marine to Marine, by word of mouth and by example.

“Our actions as Marines every day must embody the legacy of those who went before us. Their memorial to us—their teaching, compassion, courage, sacrifices, optimism, humor, humility, commitment, perseverance, love, guts, and glory—is the pattern for our daily lives. This manual attempts to capture those heritages of the Marine Corps’ approach to leading. It is not prescriptive because

there is no formula for leadership. It is not all-inclusive because to capture all that it is to be a Marine or to lead Marines defies pen and paper. Instead, it is intended to provide those charged with leading Marines a sense of the legacy they have inherited, and to help them come to terms with their own personal leadership style. The indispensable condition of Marine Corps leadership is action and attitude, not words. As one Marine leader said, ‘Don’t tell me how good you are. Show me!’

“Marines have been leading for over 200 years and today continue leading around the globe. Whether in the field or in garrison, at the front or in the rear, Marines, adapting the time-honored values, traditions, customs, and history of our Corps to their generation, will continue to lead—and continue to win.

“This manual comes to life through the voices, writings, and examples of not one person, but many. Thousands of Americans who have borne, and still bear, the title ‘Marine’ are testimony that ‘Once a Marine, Always a Marine’ and ‘*Semper Fidelis*’ are phrases that define our essence. It is to those who know, and to those who will come to know, this extraordinary way of life that this book is dedicated.”

***Semper Fidelis . . .***

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# Appendices

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The appendices contain several foundational documents that guide leaders of Marines. Just like the rest of *Leading Marines*, these documents are not meant to be read passively nor are they meant to sit on a book shelf or decorate an “I-love-me-wall.” It is the responsibility of all Marine leaders to read and understand these documents and to discuss them not only with their subordinates but also amongst themselves.

### The Oaths

Every young man and woman entering the Armed Forces takes an oath to “support and defend the Constitution of the United States”—it is the Constitution that represents the ideas and ideals on which the United States was formed. In taking this sacred oath, Marines pledge their lives to honorably, faithfully, and loyally serve the Nation, which is part of what makes military service a profession.

### Marine Corps Manual, Paragraph 1100

Paragraph 1100, “Military Leadership,” from the *Marine Corps Manual* describes what is expected of Marine noncommissioned, staff noncommissioned, and commissioned officers and the associated special trust and confidence reposed in them.

### Promotion Warrants and Commissions

Each enlisted warrant and officer commission begins by “reposing special trust and confidence” in the promotee. Once granted, it is the Marine’s responsibility to maintain this special trust and confidence by adhering to our core values. These documents also define the basic authority to issue orders to those of lesser rank and the responsibility to carefully and diligently discharge his or her duties.

### The Creeds

The Noncommissioned Officer Creed and Staff Noncommissioned Officer Creed outline the expectations and ideals that guide the conduct of Marine leaders. As the embodiment of professional conduct, uncompromising discipline, and technical proficiency, the contributions of the noncommissioned and staff noncommissioned officers are vital to the effectiveness and efficiency of the command. These creeds reaffirm the obligations and responsibilities that these leaders have to their Marines, as well as their commander.

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## The Oaths

The following oaths are taken from: United States Code, Title 10, *Armed Forces*, subtitle A, part II, chap. 31, sec. 502, Enlistment Oath, and MCO P1400.31\_, *Marine Corps Promotion Manual, Volume 1, Officer Promotions*, para 6006.2.

### *Oath of Enlistment*

*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.*

### *Commissioning Oath*

*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; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God.*

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## ***Marine Corps Manual, Paragraph 1100***

The following excerpt is from the *Marine Corps Manual*, with Changes 1–3 incorporated.

### SECTION B—MANAGEMENT

#### 1100. MILITARY LEADERSHIP

##### 1. Purpose and Scope

a. The objective of Marine Corps Leadership is to develop the leadership qualities of Marines to enable them to assume progressively greater responsibilities to the Marine Corps and society.

b. Marine Corps Leadership qualities include:

(1) Inspiration—Personal example of high moral standards reflecting virtue, honor, patriotism, and subordination in personal behavior and in performance.

(2) Technical proficiency—Knowledge of the military sciences and skill in their application.

(3) Moral responsibility—Personal adherence to high standards of conduct and the guidance of subordinates toward wholeness of mind and body.

## 2. Responsibility

a. The Commandant of the Marine Corps is directly responsible to the Secretary of the Navy for establishing and maintaining leadership standards and conducting leadership training within the Marine Corps.

b. Commanders will ensure that local policies, directives and procedures reflect the special trust and confidence reposed in members of the officer corps. Full credit will be given to their statements and certificates. They will be allowed maximum discretion in the exercise of authority vested in them, and they and their dependents will be accorded all prerogatives and perquisites which are traditional and otherwise appropriate. Except in cases where more stringent positive identification procedures are required for the proper security of classified material and installations, or are imposed by higher authority for protecting privileges reserved for eligible military personnel, the officers' uniforms will amply attest to their status, and their oral statements will serve to identify them and their dependents.

c. An individual's responsibility for leadership is not dependent upon authority. Marines are expected to exert proper influence upon their comrades by setting examples of obedience, courage, zeal, sobriety, neatness, and attention to duty.

d. The special trust and confidence, which is expressly reposed in officers by their commission, is the distinguishing privilege of the officer corps. It is the policy of the Marine Corps that this privilege be tangible and real; it is the corresponding obligation of the officer corps that it be wholly deserved.

(1) As an accompanying condition commanders will impress upon all subordinate officers the fact that the presumption of integrity, good manners, sound judgment, and discretion, which is the basis for the special trust and confidence reposed in each officer, is jeopardized by the slightest transgression on the part of any member of the officer corps. Any offense, however minor, will be dealt with promptly, and with sufficient severity to impress on the officer at fault, and on the officer corps. Dedication to the basic elements of special trust and confidence is a Marine officer's obligation to the officer corps as a whole, and transcends the bonds of personal friendship.

(2) As a further and continuing action, commanders are requested to bring to the attention of higher authority, referencing this paragraph, any situation, policy, directive, or procedure which contravenes the spirit of this paragraph, and which is not susceptible to local correction.

(3) Although this policy is expressly concerned with commissioned officers, its provisions and spirit will, where applicable, be extended to noncommissioned officers, especially staff noncommissioned officers.

3. Personal Relations. Effective personal relations in an organization can be satisfactory only when there is complete understanding and respect between individuals. Commanders must:

a. Strive for forceful and competent leadership throughout the entire organization.

b. Inform the troops of plans of action and reasons therefor, whenever it is possible and practicable to do so.

c. Endeavor to remove on all occasions those causes which make [f]or misunderstanding or dissatisfaction.

d. Assure that all members of the command are acquainted with procedures for registering complaints, together with the action taken thereon.

e. Build a feeling of confidence which will ensure the free approach by subordinates for advice and assistance not only in military matters but for personal problems as well.

4. Professional and personal relationships between Marines. Professional and personal relationships, including duty, social, and business contacts among Marines of different grades will be consistent with traditional standards of good order and discipline and the mutual [r]espect that has always existed between Marines of senior grade and those of lesser grade. Personal relationships between officer and enlisted members that are unduly familiar and that do not respect differences in grade or rank constitute **fraternization** and are prohibited. When prejudicial to good order and discipline or of a nature to bring discredit on the Marine Corps, personal relationships between officer members or between enlisted members that are unduly familiar and that do not respect differences in grade or rank constitute **fraternization** and are prohibited. Prejudice to good order and discipline or discredit to the Marine Corps may result from any circumstance which calls into question a senior's objectivity, results in actual or apparent preferential treatment, undermines the authority of the senior, or compromises the chain of command. The following paragraphs written by Major General John A. Lejeune appeared in the Marine Corps Manual, edition of 1921, and since that time have defined the relationship that must exist between Marine officers and enlisted

members, as well as between officers of different grades and enlisted members of different grades of the Corps and other military Service members.

a. “Comradeship and brotherhood.—The World War wrought a great change in the relations between officers and enlisted men in the military services. A spirit of comradeship and brotherhood in arms came into being in the training camps and on the battlefields. This spirit is too fine a thing to be allowed to die. It must be fostered and kept alive and made the moving force in all Marine Corps organizations.”

b. “Teacher and scholar.—The relation between officers and enlisted men should in no sense be that of superior and inferior nor that of master and servant, but rather that of teacher and scholar. In fact, it should partake of the nature of the relation between father and son, to the extent that officers, especially commanding officers, are responsible for the physical, mental, and moral welfare, as well as the discipline and military training of the young men under their command who are serving the nation in the Marine Corps.”

c. “The realization of this responsibility on the part of officers is vital to the well-being of the Marine Corps. It is especially so, for the reason that so large a proportion of the men enlisting are under twenty-one years of age. These men are in the formative period of their lives, and officers owe it to them, to their parents, and to the nation, that when discharged from the services they should be far better men physically, mentally, and morally than they were when they enlisted.”

d. “To accomplish this task successfully a constant effort must be made by all officers to fill each day with useful and interesting instruction and wholesome entertainment for the men. This effort must be intelligent and not perfunctory, the object being not only to do away with idleness, but to train and cultivate the bodies, the minds, and the spirit of our men.”

e. “Love of corps and country.—To be more specific, it will be necessary for officers not only to devote their close attention to the many questions affecting the comfort, health, military training and discipline of the men under their command, but also actively to promote athletics and to endeavor to enlist the interest of their men in building up and maintaining their bodies in the finest physical condition; to encourage them to enroll in the Marine Corps Institute and to keep up their studies after enrollment; and to make every effort by means of historical, educational and patriotic address to cultivate in their hearts a deep abiding love of the corps and country.”

f. “Leadership.—Finally, it must be kept in mind that the American soldier responds quickly and readily to the exhibition of qualities of leadership on the part of his officers. Some of these qualities are industry, energy, initiative, determination, enthusiasm, firmness, kindness, justness, self-control, unselfishness, honor, and courage. Every officer should endeavor by all means in his power to make himself the possessor of these qualities and thereby to fit himself to be a real leader of men.”

5. Noncommissioned officers. The provisions of paragraphs 1100.3 and 1100.4 above, apply to the relationship of noncommissioned officers with their subordinates and apply specifically

to noncommissioned officers who may be exercising supervisory authority or leadership roles over junior Marines.

6. Officer and enlisted marriages. The Marine Corps accepts officer/enlisted marriages which occur before the officer receives a commission or before the officer reverts to an enlisted grade. However, misconduct, including fraternization, is neither excused nor mitigated by subsequent marriage between the parties. Marines married to other Marines or to other Service members, or otherwise closely related (e.g., parent/child, siblings) shall maintain the requisite traditional respect and decorum attending the official military relationship between them while either is on duty, in uniform in public, or at official social functions.

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## Promotion Warrants and Commissions

### JUNIOR ENLISTED PROMOTION WARRANT

*To all who shall see these presents, greeting:*

*Know Ye, that reposing special trust and confidence in the fidelity and abilities of \_\_\_\_\_, I do appoint this Marine a \_\_\_\_\_ in the*

#### ***United States Marine Corps***

*to rank as such from the \_\_\_\_\_ day of \_\_\_\_\_, two thousand \_\_\_\_\_.*

*This appointee will therefore carefully and diligently discharge the duties of the grade to which appointed by doing and performing all manner of things thereunto pertaining. And I do strictly charge and require all personnel of lesser grade to render obedience to appropriate orders. And this appointee is to observe and follow such orders and directions as may be given from time to time by Superiors acting according to the rules and articles governing the discipline of the **Armed Forces of the United States of America.***

*Given under my hand at \_\_\_\_\_ this \_\_\_\_\_ day of \_\_\_\_\_, in the year of our Lord two thousand \_\_\_\_\_.*

**NONCOMMISSIONED OFFICERS  
PROMOTION WARRANT**

*To all who shall see these presents, greetings:*

*Know Ye, that reposing special trust and confidence in the fidelity and abilities of \_\_\_\_\_, I do appoint this Marine a \_\_\_\_\_ in the*

***United States Marine Corps***

*to rank as such from the \_\_\_\_\_ day of \_\_\_\_\_, two thousand \_\_\_\_\_.*

*“Effective with this appointment, you are charged to carefully and diligently execute the duties and responsibilities of a \_\_\_\_\_ of Marines, and I do strictly direct and require all personnel of lesser grade to render obedience to appropriate orders. As a \_\_\_\_\_ of Marines you must set the example for others to emulate. Your conduct and professionalism both on and off duty shall be above reproach. You are responsible for the accomplishment of your assigned mission and for the safety, professional development and well-being of the Marines in your charge. You will be the embodiment of our institutional core values of honor, courage and commitment. You will lead your Marines with firmness, fairness and dignity while observing and following the orders and directions of your senior leaders and enforcing all regulations and articles governing the discipline of the **Armed Forces of the United States of America.**”*

*Given under my hand at \_\_\_\_\_  
this \_\_\_\_\_ day of \_\_\_\_\_, in the year of our Lord  
two thousand \_\_\_\_\_.*

**STAFF NONCOMMISSIONED OFFICERS  
PROMOTION WARRANT**

*To all who shall see these presents, greetings:*

*Know Ye, that reposing special trust and confidence in the fidelity and abilities of \_\_\_\_\_, I do appoint this Marine a \_\_\_\_\_ in the*

***United States Marine Corps***

*to rank as such from the \_\_\_\_\_ day of \_\_\_\_\_, two thousand \_\_\_\_\_.*

*This appointee will therefore carefully and diligently discharge the duties of the grade to which appointed by doing and performing all manner of things thereunto pertaining. And I do strictly charge and require all personnel of lesser grade to render obedience to appropriate orders. And this appointee is to observe and follow such orders and directions as may be given from time to time by Superiors acting according to the rules and articles governing the discipline of the **Armed Forces of the United States of America.***

*Given under my hand at **Headquarters United States Marine Corps** this \_\_\_\_\_ day of \_\_\_\_\_, in the year of our Lord two thousand \_\_\_\_\_.*

**WARRANT OFFICER  
PROMOTION WARRANT**

*To all who shall see these presents, greeting:*

*Know Ye, that reposing special trust and confidence in the patriotism, valor, fidelity and abilities of \_\_\_\_\_ I do appoint \_\_\_\_\_ in the*

***United States Marine Corps***

*to rank as such from the \_\_\_\_\_ day of \_\_\_\_\_ two thousand \_\_\_\_\_. This Officer will therefore carefully and diligently discharge the duties of the grade to which appointed by doing and performing all manner of things thereunto belonging.*

*And I do strictly charge and require those Officers and other personnel of lesser rank to render such obedience as is due an officer of this grade and position. And this Officer is to observe and follow orders and directions, from time to time, as may be given by me, or other Superior Officers acting in accordance with the laws of the United States of America.*

*This warrant is to continue in force during the pleasure of the Secretary of the Navy, for the time being, under the provisions of those Public Laws relating to Officers of the **Armed Forces of the United States of America** and the component thereof in which this appointment is made.*

*Done at the City of Washington, this \_\_\_\_\_ day of \_\_\_\_\_ in the year of our Lord two thousand \_\_\_\_\_ and of the Independence of the United States of America the two hundred \_\_\_\_\_.*

**COMPANY GRADE OFFICER COMMISSION**

*To all who shall see these presents, greeting:*

*Know ye that, reposing special trust and confidence in the patriotism, valor, fidelity and abilities of \_\_\_\_\_ I do appoint this officer a \_\_\_\_\_ in the*

***United States Marine Corps***

*To rank as such from the \_\_\_\_ day of \_\_\_\_\_ two thousand \_\_\_\_. This officer will therefore carefully and diligently discharge the duties of the office to which appointed by doing and performing all manner of things thereunto belonging.*

*And I do strictly charge and require those officers and other personnel of lesser rank to render such obedience as is due an officer of this grade and position. And this officer is to observe and follow orders and directions, from time to time, as may be given by the President of the United States of America, or other superior officers acting in accordance with the laws of the United States of America.*

*This commission is to continue in force during the pleasure of the President of the United States of America under the provisions of those public laws relating to officers of the **Armed Forces of the United States of America** and the component thereof in which this appointment is made.*

*Done at the City of Washington, this \_\_\_\_ day of \_\_\_\_\_ in the year of our Lord \_\_\_\_\_ and of the Independence of the United States of America, the two hundred \_\_\_\_\_.*

**FIELD GRADE OFFICER COMMISSION**

*To all who shall see these presents, greeting:*

*Know ye that, reposing special trust and confidence in the patriotism, valor, fidelity and ability of \_\_\_\_\_ I do*

*by and with the consent of the Senate, appoint this officer*

\_\_\_\_\_ *in the*

***United States Marine Corps***

*To rank as such from the \_\_\_\_ day of \_\_\_\_\_ two thousand \_\_\_\_. This officer will therefore carefully and diligently discharge the duties of the office to which appointed by doing and performing all manner of things thereunto belonging.*

*And I do strictly charge and require those officers and other personnel of lesser rank to render such obedience as is due an officer of this grade and position. And this officer is to observe and follow orders and directions, from time to time, as may be given by the President of the United States of America, or other superior officers acting in accordance with the laws of the United States of America.*

*This commission is to continue in force during the pleasure of the President of the United States of America under the provisions of those public laws relating to officers of the **Armed Forces of the United States of America** and the component thereof in which this appointment is made.*

*Done at the city of Washington, this \_\_\_\_ day of \_\_\_\_\_ in the year of our Lord \_\_\_\_\_ and the Independence of the United States of America, the two hundred \_\_\_\_\_.*

## The Creeds

The Noncommissioned Officers Creed is taken from NAVMC Directive 1500.58, *Marine Corps Mentoring Program Guidebook*, appendix 106. The Staff Noncommissioned Officers Creed is taken from NAVMC Directive 1500.58, *Marine Corps Mentoring Program Guidebook*, appendix 106.

### *NCO Creed*

*I am the backbone of the United States Marine Corps, I am a Marine Noncommissioned Officer. I serve as part of the vital link between my commander (and all officers) and enlisted Marines. I will never forget who I am or what I represent. I will challenge myself to the limit and be ever attentive to duty. I am now, more than ever, committed to excellence in all that I do, so that I can set the proper example for other Marines. I will demand of myself all the energy, knowledge and skills I possess, so that I can instill confidence in those I teach. I will constantly strive to perfect my own skills and to become a good leader. Above all I will be truthful in all I say or do. My integrity shall be impeccable as my appearance. I will be honest with myself, with those under my charge and with my superiors. I pledge to do my best to incorporate all the leadership traits into my character. For such is the heritage I have received from that long, illustrious line of professionals who have worn the bloodstripe so proudly before me. I must give the very best I have for my Marines, my Corps and my Country for though today I instruct and supervise in peace, tomorrow, I may lead in war.*

## Staff NCO Creed

*I am a Staff Noncommissioned Officer in the United States Marine Corps. As such, I am a member of the most unique group of professional military practitioners in the world. I am bound by duty to God, Country and my fellow Marines to execute the demands of my position to and beyond what I believe to be the limits of my capabilities.*

*I realize I am the mainstay of Marine Corps discipline, and I carry myself with military grace, unbowed by the weight of command, unflinching in the execution of lawful orders, and unwavering in my dedication to the most complete success of my assigned mission.*

*Both my professional and personal demeanor shall be such that I may take pride if my juniors emulate me, and knowing perfection to lie beyond the grasp of any mortal hand, I shall yet strive to attain perfection that I may ever be aware of my needs and capabilities to improve myself. I shall be fair in my personal relations, just in the enforcement of discipline, true to myself and my fellow Marines, and equitable in my dealing with every man.*

# Notes

## Chapter 1—Our Ethos

1. *Journal of the Continental Congress*, 10 November 1775, in *Naval Documents of the American Revolution*, Vol. 2, ed. William Bell Clark (Washington, D.C.: Government Printing Office, 1966) p. 972.
2. Lieutenant General Victor H. Krulak, USMC (Ret.), *First To Fight: An Inside View of the U.S. Marine Corps* (Annapolis, MD: Naval Institute Press, 1984) p. 155.
3. *Ibid*, p. 155.
4. This quote is used with permission from Glenn B. Knight owner and moderator of the myMarine Group and editor of the “Marine Quotes” website: <<http://oldcorps.org/USMC/quotes.html>> (accessed: 7 January 2014).
5. FMFRP 12-46, *Advanced Base Operations in Micronesia* (August 1992), p. 41. FMFRP 12-46 is a historical reprint of Operation Plan 712 written by Major Earl H. Ellis in 1921.
6. Clark, p. 972.

7. Paraphrased from US House of Representatives, 82nd Congress, 1st Session, Report No. 666 from the Committee on Armed Services, 30 June 1951, p. 6, <<http://hdl.handle.net/2027/mdp.35112102288109>> (accessed: 11 June 2014).

8. Richard Rubin, *The Last of the Doughboys: The Forgotten Generation and Their Forgotten World War* (Boston: Houghton Mifflin Harcourt, 2013) p. 192.

9. Captain Henry T. Elrod on *navy.mil*. <<http://www.elrod.navy.mil>> (accessed: 21 February 2014).

10. Paraphrased from NAVMC 11533 (EF), *Personal Award Recommendation*, Summary of Action and Award Citation for Lieutenant Colonel Christopher K. Raible's actions on 14 September 2012 during Operation Enduring Freedom. Lieutenant Colonel Raible was awarded the Bronze Star with Combat "V."

11. Paraphrased from NAVMC 11533 (EF), *Personal Award Recommendation*, Summary of Action and Award Citation for Sergeant Bradley W. Atwell's actions from 19 April to 14 September 2012 during Operation Enduring Freedom. Sergeant Atwell was awarded the Navy and Marine Corps Commendation Medal with Combat "V."

12. Paraphrased from NAVMC 11533 (EF), *Personal Award Recommendation*, Summary of Action and Award Citation for Major Robb T. McDonald's actions on 14 September 2012 during Operation Enduring Freedom. Major McDonald was awarded the Silver Star.

13. William Manchester, *Goodbye, Darkness: A Memoir of the Pacific War* (Boston: Little, Brown and Company, 1980) p. 391.

14. Andrew Geer, *The New Breed: The Story of the U.S. Marines in Korea* (Nashville, TN: The Battery Press, 1989) pp. 281–282.

15. Paraphrased from NAVMC 11533 (EF), *Personal Award Recommendation*, Summary of Action and Award Citation for First Sergeant Bradley A. Kasal's actions on 13 November 2004 during Operation Iraqi Freedom. First Sergeant Kasal was awarded the Navy Cross.

16. Captain John W. Thomason, Jr., USMC, *Fix Bayonets!* (New York: Charles Scribner's Sons, 1927) p. xiv.

17. On 25 October 1983, 2 days after the bombing, then Commandant of the Marine Corps, General P. X. Kelley, visited the US Air Force Regional Medical Center in Wiesbaden, Germany, where he met with Lance Corporal Jeffrey Nashton who had been critically injured.

18. Marine Corps Historical Reference Series, No. 22, *Marine Corps Lore* (Washington, D.C.: Headquarters, US Marine Corps, G-3 Division, Historical Branch, 1960) pp. 2, 8-9, and 11.

19. Armed Forces Information Service, *The Armed Forces Officer* (Washington, D.C.: Department of Defense, 1975) pp. 56–57.

20. A letter to General L. F. Chapman, Jr., USMC, as cited in a letter to All General Officers and All Commanding Officers, dated 19 July 1971, with minor textual changes.

**Chapter 2—Foundations of Leadership**

1. MCDP 1, *Warfighting* (Washington, D.C.: Headquarters, US Marine Corps, 1997) p. 57.
2. MCO 29, *Relations between Officers and Men* (Washington, D.C.: Headquarters, US Marine Corps, 1920).
3. Ibid.
4. Major General John A. Lejeune, “A Legacy of Esprit and Leadership,” (speech presented to Army General Staff College [forerunner of the Army War College] in Washington, D.C., 18 January 1921), as reprinted in *Marine Corps Gazette* (July 1979) p. 32.
5. Lieutenant Colonel Dave Grossman, *On Killing: The Psychological Cost of Learning to Kill in War and Society* (New York: Back Bay Books; Little, Brown and Company, 1996) p. 85.
6. Lejeune, “A Legacy of Esprit and Leadership,” p. 31.
7. Paraphrased from the Presidential Unit Citation as quoted in Jane Blakeney, *Heroes: U.S. Marine Corps 1861–1953—Armed Forces Awards-Flags*, “First Marine Division, Reinforced” (Washington, D.C.: Guthrie Lithograph Co., 1957) p. 362. The 1st Marine Division, Reinforced, received the Presidential Unit Citation for actions in Chosin Reservoir and the Koto-ri area of Korea from 27 November to 11 December 1950.
8. Allan R. Millett, *Semper Fidelis: The Story of the United States Marine Corps* (New York: Macmillan Publishing Co., 1980) p. 498.

9. Major Ted McKeldin, USMCR, *From the Horse's Mouth: Selected Thoughts on Small-Unit Leadership*, 2nd ed. (Quantico, VA: Marine Corps Association, 2004) p. 9.
10. Ibid, p. 8.
11. Colonel B. P. McCoy, *The Passion of Command: The Moral Imperative of Leadership* (Quantico, VA: Marine Corps Association, 2007) p. 37.
12. Corporal Gary C. Cooper, "Guideposts to Leadership," *Marine Corps Gazette* (July 1960) p. 35.
13. A letter to the officers of the Marine Corps from Major General Lejeune.
14. *Marine Corps Manual* (w/changes 1–3), Paragraph 1100.1b(1), (Washington, D.C.: Headquarters, US Marine Corps, 21 March 1980) p. 1-21.
15. Major General John A. Lejeune, USMC, *The Reminiscences of a Marine* (Quantico, VA: Marine Corps Association, 1990) p. 100.
16. Paraphrased from the Medal of Honor citation presented to First Lieutenant William D. Hawkins as quoted in *The Congressional Medal of Honor: The Names, The Deeds* (Forest Ranch, CA: Sharp and Dunnigan Publications, 1984) pp. 341–42.
17. From CMC correspondence files.

18. Paraphrased from the Navy Cross citation presented to Corporal James J. Barrett as quoted in *The Navy Cross: Vietnam*, ed. Paul D. Stevens (Forest Ranch, CA: Sharp and Dunnigan Publications, 1987) p. 25.

19. Paraphrased from NAVMC 11533 (EF), *Personal Award Recommendation*, Summaries of Action and Award Citations for Corporal Dakota L. Meyer and Staff Sergeant Juan J. Rodriguez-Chavez for their actions on 8 September 2009 during Operation Enduring Freedom. Corporal Meyer was awarded the Medal of Honor and Staff Sergeant Rodriguez-Chavez was awarded the Navy Cross.

20. MCDP 1, *Warfighting*, pp. 14–15.

21. Adapted from Charles Edmundson, “Why Warriors Fight,” *Marine Corps Gazette* (September 1944) p. 3.

22. Paraphrased from NAVMC 11533 (EF), *Personal Award Recommendation*, Summary of Action and Award Citation for Corporal Jason L. Dunham’s actions on 14 April 2004 during Operation Iraqi Freedom. Corporal Dunham was awarded the Medal of Honor posthumously.

23. Paraphrased from NAVMC 11533 (EF), *Personal Award Recommendation*, Summary of Action and Award Citation for Lance Corporal William K. Carpenter’s actions on 21 November 2010 during Operation Enduring Freedom. Lance Corporal Carpenter was awarded the Medal of Honor.

24. Colonel Mary Stremlowe, USMCR, *A History of Women Marines 1946–1977* (Washington, D.C.: Headquarters, US Marine Corps, History and Museums Division, 1986) pp. 169–170.

25. Edmundson, “Why Warriors Fight,” p. 8.

### Chapter 3—Overcoming Challenges

1. Carl von Clausewitz, *On War*, trans. and ed. by Michael Howard and Peter Paret, (Princeton, NJ: Princeton University Press, 1989) pp. 187–188. This unfinished classic is arguably the definitive treatment of the nature and theory of war. All Marine officers should consider this book essential reading.

2. *Ibid.*, p. 119.

3. MCRP 6-11B, *Marine Corps Values: A User’s Guide for Discussion Leaders*, “Combat Leadership,” (Washington, D.C.: Headquarters, US Marine Corps, 1998) p. 21–11.

4. At the time of the *Mayaguez* incident, the billet title “Commander in Chief Pacific Command (CINCPAC)” was the correct title for this billet. However, per the Secretary of Defense memo, dated 24 October 2002, the title of “Commander in Chief” belongs only to the President of the United States and not to military commanders.

5. Major George R. Dunham, USMC, and Colonel David A. Quinlan, USMC, *U.S. Marines in Vietnam: The War That Would Not End 1973–1975* (Washington, D.C.: Headquarters, US Marine Corps, History and Museums Division, 1990) pp. 238–265.

6. Lejeune, *The Reminiscences of a Marine*, pp. 414–415.
7. Major Charles D. Melson, USMC, and Lieutenant Colonel Curtis G. Arnold, USMC, *U.S. Marines in Vietnam: The War That Would Not End 1971–1973* (Washington, D.C.: History and Museums Division, Headquarters, US Marine Corps, 1991) pp. 50–56.
8. As quoted in *Respectfully Quoted: A Dictionary of Quotations Requested from the Congressional Research Service*, ed. Suzy Platt (Washington, D.C.: Library of Congress, 1989) entry 1635.
9. Colonel Gerald H. Turley, USMCR, (Ret.), *The Easter Offensive: The Last American Advisors Vietnam, 1972* (Novato, CA: Presidio Press, 1985) pp. 155–162.
10. Paraphrased from NAVMC 11533 (EF), *Personal Award Recommendation*, Summary of Action for First Lieutenant Kenneth A. Conover’s actions from 22 to 27 June 2012 during Operation Enduring Freedom. First Lieutenant Conover was awarded the Silver Star.
11. Armed Forces Information Service, *The Armed Forces Officer* (Washington, D.C.: Department of Defense, 1975) pp. 62–63.
12. Lieutenant Colonel Edward C. Johnson, USMC, *Marine Corps Aviation: The Early Years 1912–1940*, ed. by Graham A. Cosmas (Washington, D.C.: Headquarters, US Marine Corps, History and Museums Division, 1991) p. 57.

13. Sally McClain, *Navajo Weapon: The Navajo Code Talkers* (Tucson, AZ: Rio Nuevo Publishers, 2001) pp. 21, 23, 34, 52, 54, 55, 67, 68, and 220.
14. Charles J. Quilter, *U.S. Marines in the Persian Gulf, 1990—1991: With the I Marine Expeditionary Force in Desert Shield and Desert Storm* (Washington, D.C.: Headquarters, US Marine Corps, History and Museums Division, 1993) pp. 28–29.
15. Johnson, pp. v, 49, and 53.
16. Lieutenant Colonel Kenneth J. Clifford, USMCR, *Progress and Purpose: A Developmental History of the United States Marine Corps 1900–1970* (Washington, D.C.: Headquarters, US Marine Corps, History and Museums Division, 1973) pp. 37–38 and 46.
17. J. Robert Moskin, *The U.S. Marine Corps Story*, 3rd rev. ed. (Boston: Little, Brown and Company, 1992) p. 225.
18. Clifford, pp. 33–35 and 49–57.
19. Moskin, p. 224.
20. Lieutenant General Victor A. Krulak, USMC (Ret.), “A Soldier’s Dilemma,” *Marine Corps Gazette* (November 1986) pp. 29–31.
21. Colonel Robert D. Heintz, Jr., USMC (Ret.), *The Marine Officer’s Guide*, 4th ed. (Annapolis, MD: Naval Institute Press, 1977) p. 374.

22. Jon T. Hoffman, *Once A Legend: "Red Mike" Edson of the Marine Raiders* (Novato, CA: Presidio Press, 1994) p. 249.
23. Krulak, *First to Fight*, p. 190.
24. *Battle Doctrine For Front Line Leaders* (Quantico, VA: Marine Corps Development and Education Command, US Marine Corps Education Center, 1981) p. 7. This publication was originally written and published as a training guide by the 3d Marine Division, Fleet Marine Force, under the command of General A. A. Vandegrift during World War II.
25. Paraphrased from the Medal of Honor citation presented to Captain William E. Barber as quoted in *The Congressional Medal of Honor: The Names, The Deeds* (Forest Ranch, CA: Sharp and Dunnigan Publications, 1984) pp. 35–36.
26. T. R. Fehrenbach, *This Kind of War: The Classic Korean War History* (Washington: Brassey's, 1994) p. 246.
27. JP 1-02, *Department of Defense Dictionary of Military and Associated Terms*, 8 November 2010 (As Amended Through 15 March 2014) (Washington, D.C.: Joint Staff) p. 43.
28. B. H. Liddell Hart, *Strategy* (New York: Frederick A. Praeger, 1962) p. 24.
29. General Robert H. Barrow before the House of Representatives of the Commonwealth of Pennsylvania, 2 June 1981.