



MARINE CORPS CENTER FOR LESSONS LEARNED



COVER STORY:
KC-130J/Harvest HAWK Operations
in Afghanistan

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- **The October 2012 Semi-Annual Trends Report** from Training and Education Command (TECOM), designed to increase the awareness of trends on the part of the Training Support Centers (TSCs), and
- **The Fall 2012 Lessons Learned Newsletter** from the Naval Operational Medical Lessons Learned Center (NOMLLC), which provides lessons for medical professionals, as well as individual Marines.

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This roster provides contact information for MCCLL representatives assigned at major commands.

Front Cover photo credit: SSgt Christopher Flurry

A Harvest HAWK-equipped KC-130J flies over southwestern Afghanistan during a mission in support of ground combat forces. This unique variant of the KC-F130J supports the Marine Aircraft Wing (Forward) in satisfying close air support and surveillance requirements.

MCCLL REPORT:

Harvest Hawk Operations in Afghanistan

LESSONS FROM MARINE AERIAL REFUELER TRANSPORT SQUADRON 352

For more than fifty years, the U.S. military has relied on the C-130 Hercules aircraft platform for a variety of critical tasks, most notably, air-to-air refueling and cargo and troop transportation. Since the initial production of the aircraft in the 1950s, the family of C-130 aircraft has grown to include numerous variations and modifications to satisfy military and civilian requirements, with over forty models and variants of the aircraft now being used by more than sixty nations.

In August 2009, the first test flights were conducted to determine the performance of a modular kit to be employed on the latest variant of the aircraft operated by the Marine Corps (the KC-130J). This kit was designed to have no impact on the original capabilities of the aircraft for refueling and transportation, but rather to furnish new combat capabilities. The modular kit, referred to as the "Harvest Hercules Airborne Weapons Kit (HAWK)," features a complement of Hellfire and Griffin missiles in an effort to expand the role of the aircraft

“ Personnel from the Task Force Leatherneck direct air support center (DASC) regarded the Harvest Hawk as easy to work with and highly versatile. Because of its long endurance and [available radio systems], it could easily be contacted and dynamically tasked to conduct close air support . . . The Harvest Hawk . . . allowed the DASC to shrink the airspace that it required for tighter control.

The MCCLL Report on Harvest Hawk Operations

to include close air support against enemy positions. After completion of its successful testing program, the Harvest HAWK (HH) KC-130J was deployed initially to Afghanistan in 2010 with Marine Aerial Refueler Transport Squadron 352 (VMGR-352).

One of the key attributes of the HH KC-130J is the ability

Video credit: Cpl Daniel A. Wulz

A Harvest Hawk-modified KC-130J equipped with Hellfire and Griffin missiles, belonging to VMGR-252, sits on a runway in Afghanistan. [This video](#) provides an overview of Marine Corps Harvest Hawk operations and is available on the Defense Video and Imagery Distribution System (DVIDS) [website](#).



to stay airborne for long periods of time, providing continuous close-air support. The aircraft's weapons systems feature pinpoint accuracy, helping ensure insurgents are neutralized with minimal impact on the local populace or their property. In addition to the standard complement of officer and enlisted crew, the aircraft is manned by fire control officers who monitor and control the weapons and surveillance systems. These Marines (either aviators or weapons systems officers with close air support experience) provide the necessary close air support expertise and serve as the link between the ground forces and the supporting aircraft.

In an effort to document the lessons that have been learned concerning operations of the aircraft in Afghanistan during the past two years, the Marine Corps Center for Lessons Learned (MCCLL) conducted interviews in May 2012 with knowledgeable individuals located in-theater from the VMGR-352 Detachment/Harvest HAWK Detachment, 3d Marine Aircraft Wing (MAW) (Forward), Marine Air Control Group 38 (MACG-38), Regiment Combat Team 5 (RCT-5), 3d Battalion, 3d Marines (3/3), and 2d Battalion, 5th Marines (2/5). Interviews were also conducted with personnel in CONUS from the Marine Aviation Weapons and Tactics Squadron One (MAWTS-1), the HQMC Aviation Weapons Requirements Branch (APW), the Commanding Officers of VMGR-352 and VMGR-252, and key personnel from other organizations. The collection focused on operations of the aircraft in support of Regional Command Southwest (RC (SW)) requirements.

The results have been documented in two versions of the MCCLL report: an Unclassified/For Official Use Only (FOUO) version, entitled [KC-130J/Harvest HAWK Operations in OEF](https://www.mccll.usmc.mil), that is located on the MCCLL NIPR website (<https://www.mccll.usmc.mil>) and a classified version located on the MCCLL SIPR website (<https://www.mccll.usmc.smil.mil>). FOUO and classified comments and observations are included in the two versions of this MCCLL report. Among the observations releasable in this newsletter are:

- **Training.** During pre-deployment training, the integration of the HH KC-103J operations with those of the ground combat element were emphasized.
- **Operations.** Ground forces commented that the Harvest HAWK was a "game changer" due to its ability to remain airborne for long periods of time, its weapons capabilities, and the expertise of its crew members.
 - However, since it was a new system, an ongoing education process was required to explain its capabilities to the



Video credit: Cpl Daniel A. Wulz

The VMGR-252 crew of this Harvest HAWK-equipped KC-130J includes officers who have experience conducting close air support operations. [This video](#) is available from the Defense Video and Imagery Distribution System (DVIDS).

supported units.

- The HH KC-130J also continued to be capable of providing air-to-air refueling during Afghanistan operations.
- The fire control personnel selected for the aircraft were carefully screened by the VMGR to ensure they had the necessary skill sets and background, especially prior experience in close air support.
- The Afghanistan climate and other environmental conditions did not have a significant impact on HH operations or maintenance.
- Flight operations were monitored by the squadron flight duty officer, who kept a detailed log of operating procedures and tactics, techniques, and procedures (TTPs) that were candidates for inclusion in unit after action reports.
- As has been the case with a number of other Marine Corps tactical aircraft, the HH crews loaded maps on tablet computers for use in flight. This provided them with much faster access to the maps than from searching through paper copies, as well as reducing the need to carry, organize and store numerous paper maps aboard the aircraft.
- **Logistics.** The available HH field service representatives (FSR) provided a vital capability for ensuring timely maintenance of the HH systems.

FEATURED ARTICLES AND LESSONS:

Infantry Battalion Operations in Northern Helmand Province

POST-DEPLOYMENT AFTER ACTION REPORT FROM 1ST BATTALION, 8TH MARINES

First Battalion, Eighth Marines (1/8) deployed to the Kajaki District of northern Helmand Province from the end of January to August 2012 to conduct full-spectrum operations designed to facilitate the transition of the Afghan National Security Forces (ANSF) to lead security authority and to help implement improvements in governance and economic development that would contribute to an increasingly secure local civilian population. The battalion also began to plan and execute the redeployment and retrograde (R2) of Marine Corps personnel and equipment. A *1/8 Post-Deployment Briefing* prepared by the battalion based on its operations in the highly kinetic regions of northern Helmand is available on the MCCLL SIPR website at <https://www.mccl.usmc.smil.mil> and includes information on the battalion's task organization, lines of operation, significant enemy activity, key tasks, initial and final force laydowns, and many of the most significant lessons learned by the battalion. MCCLL has recently received the battalion's final [Operations Enduring Freedom \(OEF\) 12.1 Post-Deployment After Action Report \(AAR\)](#), which has been prepared at the Unclassified/For Official Use Only (FOUO) level and is organized by the warfighting functions of command and control, maneuver, fires, intelligence, logistics, and force protection, as well as providing best practices associated with the battalion's efforts to help develop the ANSF.



Photo credit: Sgt James Mercure

Marines from Alpha Company, 1/8, inspect a karez system in the Kajaki District of northern Helmand Province. This system is used to transport water through underground tunnels for irrigation purposes. During the dry seasons, these tunnels are often used by insurgents to store weapons and IED caches.

The AAR points out that the battalion was not able to form its advisor teams until late in the workup cycle. As these advisor teams began training and mentoring the Afghan National Army (ANA) and Afghan National Police (ANP) units, they found that the teams should be comprised of a higher percentage of senior Marines (officer and enlisted) to work effectively at the *kandak* (battalion) and district headquarters levels. The battalion recommends that the advisor requirements should be identified early in the training cycle, with key personnel designated. Once deployed, units should be prepared to re-organize or reinforce advisor teams if additional capabilities are needed. Teams that do not include the necessary rank structure and experience level to engage their staff counterparts most effectively will likely only be able to reinforce basic skills rather than advance the administrative, logistical and planning capabilities of their supported units. Although much of the partnering focus has been on operations outside the patrol bases and outposts, 1/8 found that *"what happens inside friendly lines is just as important as what happens outside. How well you partner inside the wire will directly impact how effectively you partner outside the wire."*

“ Counter-IED training needs to be conducted frequently and should be tailored to a specific area of operations. Develop flexible tactics, techniques and procedures (TTPs) that everyone in the unit understands and can employ. Incorporate and practice these TTPs in every training event possible. . . A single Marine's understanding of his role in an IED situation can [be a significant factor] in determining the outcome. . . Explosive ordnance disposal (EOD) personnel are a highly trained asset that cannot be forgotten, especially in regards to refining counter-IED techniques. Use the down-time of EOD personnel to fine-tune your unit's counter-IED abilities and procedures. Their expertise can be used to "push out" training on current TTPs that the enemy employs in each specific battlespace to Marines at forward positions. . .

From 1/8's Observations on Counter-IED TTPs

Infantry Battalion Operations in Central Helmand Province

POST-DEPLOYMENT AFTER ACTION REPORT FROM 2D BATTALION, 6TH MARINES

Second Battalion, Sixth Marines (2/6) deployed to the Nawa District of central Helmand Province from December 2011 to May 2012 in support of OEF 11.2/12.1. During its deployment, the battalion focused on helping to develop the Afghan National Army (ANA) so that it could conduct effective operations in the periphery of the district, while the Afghan National Police (ANP) would focus on the district's "green zone." The objective was to help ensure that ANA disruption operations in the peripheral areas allowed for enhanced governance and development to occur in the more populated areas of the green zone. This was facilitated through employment of a community policing model by the ANP, which incorporated the Afghan Local Police (ALP) under the command and control of the Afghan Uniformed Police (AUP). Following its deployment, 2/6 prepared a **OEF 11.2/12.1 Post-Deployment Briefing** that is available on the MCCLL SIPR website ([https://](https://www.mccll.usmc.smil.mil)

“ Throughout the area of operations, daily dismounted patrolling was conducted by friendly forces and was usually partnered with the ANSF. Missions included census, security, disruption operations, reconnaissance and combat patrols. The size of the patrol varied depending on the mission. . . Ensure patrols are well thought out and coordinated - quality vice quantity. Patrols should never be time-driven if possible. The Marines should move no faster than they can observe their sectors of observation. . . Constantly changing up the methods of patrols will keep the enemy forces in a reactive state. Stagger the times between the teams as they depart friendly lines. . . Send as many squad and team leaders to the Combat Hunter course as possible. The enemy is very elusive, and it takes a disciplined Combat Hunter mindset to identify them quickly and hunt them down accordingly. "Back to the basics" and "brilliance in the basics" should not be forgotten quotes, but, rather, an ingrained train of thought for all patrol leaders. . .

From 2/6's Observations on Dismounted Patrolling



Photo credit: Cpl Tilmothy Lenzo

The operations advisor with the Embedded Training Team, 2/6, explains the grid system for a terrain model to the Afghan National Army (ANA) Operations First Sergeant of the 1st Kandak, 215th Corps. The two are constructing a terrain model to be used by the ANA as a 3-D map that outlines roads and geographical features and can be highlighted during briefings on future operations.

www.mccll.usmc.smil.mil). The battalion has now completed its FOUO **OEF Post-Deployment After Action Report (AAR)** with numerous additional observations organized by the warfighting functions of maneuver, fires, command and control, intelligence logistics and force protection, as well as documenting a number of best practices associated with specific counterinsurgency topics.

The battalion worked to ensure unity of effort among the various elements of the Afghan National Security Forces (ANSF) and coalition forces, including designating well-defined duties and roles. Although the ANA focused on the periphery of the district, they also provided overwatch for the AUP when necessary.

The AAR points out that language and culture training should be narrowly focused on information that will be most helpful to Marines during their interactions with the Afghan local population. Key Pashto phrases should be standardized, "pushed down" and emphasized prior to the deployment of units in theater. In particular, the AAR highlights the importance of learning the ANSF rank structure and its pay and promotion processes prior to partnering in theater.

Although the ANSF is transitioning to lead security authority, there are still areas in which Marines need to be proactive in providing mentoring and support. One example is site exploitation, where additional support is need to assist the ANSF in developing effective skills for evidence collection.

Combat Engineer Operations in Afghanistan

POST-DEPLOYMENT AFTER ACTION REPORT FROM 1ST COMBAT ENGINEER BATTALION (FORWARD)

First Combat Engineer Battalion (1st CEB) deployed in April 2012 to provide support during OEF 12.1 by furnishing the full gamut of mobility, counter-mobility, and survivability support to 1st Marine Division (Forward) in its capacity as Task Force Leatherneck in southwestern Afghanistan. The battalion deployed with its battalion headquarters, two line companies, two route clearance companies, headquarters and services company, and an engineer support company. The battalion's recently published [OEF 12.1 Post-Deployment After Action Report \(AAR\)](#) provides an extensive set of observations and recommendations identified by the battalion staff during the deployment that can serve as a valuable resource for other CEBs. The battalion has also prepared a [Final After Action Briefing](#) that provides a concise summary of some the key lessons from the complete AAR.

First CEB points out the necessity of supported units incorporating route clearance requirements fully into their scheme of maneuver. The close integration of route clearance operations into the planning efforts of the battlespace owner will help ensure that risks associated with travel within the area of operations (AO) are minimized. In addition, since route clearance patrols routinely travel extensively throughout the battlespace (including travel within security areas where the battlespace owner has a limited presence), they often have the opportunity to gather valuable information on atmospheric conditions that would otherwise not be collected. Due to the wide-ranging operations of the route clearance patrols, they are able to develop a thorough knowledge of terrain features, route conditions, enemy trends, and the types of kinetic activity that are routinely encountered. The AAR recommends that these patrols be fully exploited by battlespace owners as broad-spectrum gatherers of information on the terrain, enemy trends, atmospheric conditions, and other critical factors of which ground combat forces should be aware.

The AAR also addresses the need to partner closely with the Afghan route clearance *tolais* (company-level units) and mentor them in conducting effective operations. This partnering needs to be accomplished through a focused and standards-based approach in order to ensure future independent operations. Partnerships with the ANA route clearance *tolais* should be established early in the deployment cycle in order to allow for maximum time for building effective relationships and establishing realistic goals. First CEB points out that cultural expertise is just as important as tactical and technical expertise when partnering. Afghan



Photo credit: LCpl Joshua Rudy

Marines from 1st CEB erect a guard post at Patrol Base Lazika during a mission to provide infantry forces from the Republic of Georgia with a base for local operations in northern Helmand Province.

culture is based on personal pride and respect. Shared meals, conversations over tea, sporting events, and joint operations in which Marines allow their Afghan counterparts to make their own decisions will help build the necessary relationships and facilitate the positive sharing of best practices.

Retrograde, redeployment, reconstitution, and reset (R4) of equipment was an integral part of the CEB's deployment. The AAR points out that the continued flow of equipment, coupled with aggressive combat operations, has had a significant impact on accountability, management, and readiness. As a result, 1st CEB provided guidance concerning individual and leadership accountability practices designed to help ensure successful R4 and account turnover. The battalion recommends that subsequent CEB deployments follow this operational process, which includes a task-organized retrograde cell to facilitate proper equipment turn-in and help mitigate any potential issues.

“ . . . IEDs are found by visual methods in far higher rates than any other detection method. Sophisticated detection assets are primarily designed to confirm suspected IED components. Marines with a focused approach in visually detecting anomalies will have a superior success rate. . .

From the *Mobility Section of the 1st CEB After Action Briefing*

Unmanned Aerial Vehicle Operations in Afghanistan

FIRST 100 DAYS AFTER ACTION REPORT FROM MARINE UNMANNED AERIAL VEHICLE SQUADRON 2

Marine Unmanned Aerial Vehicle Squadron 2 (VMU-2) (Forward) deployed in May 2012 to begin performing air reconnaissance, analyzing and synthesizing information, controlling indirect fires, and conducting terminal guidance operations in support of Regional Command Southwest (RC (SW)) counterinsurgency missions throughout the assigned area of operations. The squadron operated the RQ-7B Shadow Unmanned Aerial System (UAS) and supervised the contractor-owned and operated ScanEagle UAS. In addition, VMU-2 was a participant in the ongoing military utility assessment of the Cargo Resupply UAS (CRUAS). The basic mission sets performed by the squadron were conducted during a period of significant change as Marine Corps forces drew down and lead security authority transitioned to the Afghan National Security Forces (ANSF). This period of transition had an impact on the ways in which units employed organic intelligence, surveillance and reconnaissance (ISR) assets, including those furnished by VMU-2. This is one of the main topics addressed in the squadron's [OEF 12.1 First 100 Days After Action Report \(AAR\)](#), which documents the lessons and best practices identified by the squadron's staff during the initial stages of their deployment.

The AAR highlights the need for the squadron to be included from the beginning during the planning evolutions for all operations. The inclusion of the VMU in the planning process is practiced during

“ . . . The lessons learned in these 100 days have been invaluable in refining the way the Marine Corps employs organic ISR assets. The changing face of the fight has also impacted the way units employ these assets. . . . The Marine Corps, led by Marine Aviation, must continue to develop tactics, techniques and procedures for the integration of aircraft within the battlespace, to include organic and theater manned and unmanned aircraft and systems. . . . There are a number of lessons that apply to unmanned aviation in general that we cannot afford to lose as our program of record, the RQ-7B Shadow, retrogrades from theater for the final time. . . .

From the Conclusion of the VMU-2 AAR



Photo credit: Sgt Keonaona Paulo

A Cargo Resupply Unmanned Aerial System (CRUAS) being tested by Marines from VMU-2 lands at Camp Bastion. The CRUAS provides a capability to deliver various categories of supplies quickly to remote outposts without exposing Marines to the dangers associated with ground transportation.

the pre-deployment training program (PTP) and should be carried forward when units deploy in theater. This will result in better support for the end user, as well as lower risk, since flight crews will be able to properly plan their flights in advance. To help ensure that this is practiced in theater, the 3d Marine Aircraft Wing (MAW) (Forward) sponsored an ISR "shura" to explore the best approaches for coordinating missions with organic ISR support.

The AAR includes an extensive discussion of the ongoing assessment of the CRUAS, which is judged to have the potential to have a transformational impact on the delivery of cargo to forward-based units, as well as the retrograde of cargo from those units. As various Marine Corps units have been exposed to this new capability, they have begun to appreciate the ease of integration and utility of the system. The squadron points out that the capture of lessons on CRUAS operations will be critical, particularly as the employment of the system expands. Among the recommendations included in the AAR are the need for the Wing, Marine Logistics Group (MLG), and supported units to become more familiar with the system in order to ensure that it is employed most effectively.

Lessons from Marine Attack Squadron Operations in Afghanistan

FIRST 100 DAYS AFTER ACTION REPORT FROM MARINE ATTACK SQUADRON 211

Marine Attack Squadron 211 (VMA-211) (Forward) completed its Enhanced Mojave Viper (EMV) training in February 2012. The squadron's advance echelon subsequently deployed to OEF 12.1 in mid-April, with the main body following shortly thereafter to begin operations early in May 2012. After the first three months of VMA-211's deployment, the squadron prepared an [OEF 1.2 First 100 Days After Action Report \(AAR\)](#) that addresses the period from the end of April to the first of August 2012 and includes a wealth of information on best practices that should be considered for future VMA deployment preparations, as well as their initial operations once in theater.

(Note: This AAR was prepared in August 2012 prior to the widely-reported insurgent attack in mid-September that breached the perimeter of Camp Bastion and resulted in casualties to VMA-211 Marines, the destruction of a number of AV-8B Harrier aircraft, and damages to others.)

The VMA-211 AAR recommends that the pre-deployment training program (PTP) focus on typical asymmetric Operation Enduring Freedom (OEF) missions rather than on force-on-force operations. In particular, squadrons undergoing PTP training should be introduced to OEF scenarios so they can practice the types of fixed wing operations they will encounter in theater before they are required to perform them under combat

Photo credit: Sgt Keonaona Paulo

Marines assigned to VMA-211 replace the wings of an AV-8B Harrier as part of the routine maintenance required to ensure aviation readiness.



Photo credit: Sgt Keonaona Paulo

A Harrier pilot from VMA-211 completes the relocation of his AV-8B Harrier to help provide continuing counterinsurgency operations. Harriers were relocated to increase overall readiness after the insurgent attack in mid-September.

conditions. The AAR also points out that, although Afghanistan does not reflect an "urban" environment in the traditional sense, urban considerations for close air support almost always apply and should be reflected in training.

Many of the squadron's pre-deployment training program (PTP) requirements could be satisfied by individuals completing MarineNet courses. Given the compressed training timeline, there was little opportunity for scheduling many all-hands PTP training events. Therefore, the squadron evaluated the PTP requirements and determined those that could be completed by individuals on MarineNet and those that would more appropriately be satisfied through unit training events and briefings. Due to the shortage of computer assets, some Marines made use of the base education center to access the MarineNet courses. The AAR also points out that some PTP requirements are annual calendar year Marine Corps training requirements, while others are fiscal year requirements. All of these specific situations must be taken into consideration during the PTP planning evolution and accommodated as early as possible.

As has been noted in many previous aviation combat element (ACE) AARs, the tablet computers issued to many squadrons have proven to be very beneficial. VMA-211 found that the tablets were of particular value during larger evolutions in theater. However, the relevant applications for these devices should be acquired well in advance, since loading them involves a significant amount of time. The tablet computers should also be distributed in advance of initial movements so pilots have the opportunity to practice using the applications during flights.

Lessons from the Resumption of the Marine Corps Unit Deployment Program

FIRST 100 DAYS AFTER ACTION REPORT FROM
2D BATTALION, 3D MARINES

In mid-June 2012, Second Battalion, Third Marines (2/3) became the first Marine Corps infantry battalion to deploy to Okinawa, Japan, under the re-established Unit Deployment Program (UDP). During the first three months of this deployment, the battalion planned for and participated in six "off-island" unilateral, bilateral and multilateral training exercises that included training with the Philippine Marine Corps, the Japanese Ground Self Defense Force, and Republic of Korea Marines, as well as participating in a multilateral exercise in Mongolia and unilateral training at Camp Fuji, Guam, and other islands. After the first three month's of its deployment, the battalion prepared a [First 100 Days After Action Report \(AAR\) for the Resumption of Infantry Battalion Support of the UDP](#) that includes numerous observations and recommendations concerning the essential administrative and logistics actions that will help prepare battalions for subsequent UDP deployments.

The AAR outlines the numerous training opportunities and venues available in Okinawa for the sustainment of skills, fulfillment of annual requirements, and training of new skills. These training areas include the Jungle Warfare Training Center (JWTC), Central Training Area (CTA), and the Camp Schwab Range. A number of factors (including the demand for ranges, availability of Marines due to the aggressive off-island Training Exercise Employment Plan (TEEP), and weather conditions) all impact the ability of UDP battalions to schedule training. The battalion recommends that requests for the use of on-island training be submitted prior to arrival in Okinawa in order to help ensure availability.

As the first infantry battalion to participate in the resumed UDP, all of the battalion's work spaces and equipment had to be established from "scratch." Close coordination was required with higher headquarters for space accreditation, with the Provost Marshall's Office for physical security requirements, and with base facilities for work orders. The AAR recommends that subsequent UDP units coordinate with the 4th Marine Regiment prior to deployment to identify all of these coordination requirements. They should also



Photo credit: LCpl Eric Brooks

Marines from 2d Battalion, 3d Marines (2/3) load into a French Armed Forces EC725 Caracal helicopter in preparation for a raid on a simulated enemy compound during Exercise CROIX DU SUD in Kumac, New Caledonia. The battalion is currently deployed under the re-established Unit Deployment Program.

ensure that capable officers and staff NCOs are included in the advanced party who have the necessary experience to manage these coordination requirements effectively. Given the extent of likely base infrastructure issues to be encountered, an effective tracking system should be implemented to which all relevant Marines have access and can provide updates in order to ensure continuity in the troubleshooting process.

The AAR points out that UDP units should arrive in Okinawa prepared to "operationalize" the conduct of their daily routines and maintain a deployed vice a garrison mindset. This is especially important in ensuring constant two-way communications are maintained with subordinate units that may be widely deployed throughout the Pacific theater. In this regard, requests for radio frequencies that are needed for bilateral training exercises should be submitted well in advance due to the strict timelines required in Okinawa for such requests.

Due to the numerous issues that will likely be encountered by battalions participating in the re-established UDP, the Marine Corps Center for Lessons Learned (MCCLL) has scheduled a lessons learned collection effort for this program, with interviews currently planned to be conducted early in calendar year 2013 with key personnel from 2/3 and other units and commands. (See the summary of upcoming MCCLL lessons learned collections and products [listed later in this newsletter.](#))

Command Element Operations During Exercise Rim of the Pacific 2012

AFTER ACTION REPORT FROM 3D MARINE REGIMENT

The biannual Rim of the Pacific (RIMPAC) exercise, which occurs during even-numbered years in the vicinity of the Hawaiian Islands, is the largest international maritime exercise held in this region. Each RIMPAC is designed to provide a unique training opportunity for participants to forge and sustain the kind of cooperative relationships that are critical to ensuring the safety of sea lanes and security of the world's oceans. This year's exercise took place throughout the month of July 2012 and involved 25,000 personnel from twenty-two nations and more than 40 ships and 200 aircraft. Marine Corps' participation in the exercise was led by U.S. Marine Corps Forces, Pacific (MARFORPAC), with 3d Marine Regiment furnishing the Marine Air Ground Task Force (MAGTF) command element, as well as the ground combat element (represented by Battalion Landing Team 1st Battalion, 3d Marines (BLT 1/3)). 3d Marine Regiment has now prepared its [Exercise RIMPAC 2012 After Action Report \(AAR\)](#) as a resource for future RIMPAC exercises, especially in terms of the command and control of exercise operations.

In discussing coordination requirements among intelligence sections, the AAR points out that during the exercise all intelligence sections had the opportunity to work together and develop an understanding of the contributions that each could make in developing products for higher headquarters. Few opportunities are available for such close coordination outside of exercises such as RIMPAC. These opportunities are *"not only important in understanding what each section brings to the fight, but also in building those professional relationships that can carry over to the garrison environment."*

Among the many other topics addressed in the AAR is the requirement for close coordination among medical elements, and the need for their participation in all phases of the exercise planning process. The complex relationships among these elements mandates that early and continuous coordination be maintained in order to ensure that reporting responsibilities are outlined and clarified. This coordination also facilitates an assessment of medical resources needed for the exercise and a review of various instructions for support services and the medical supplies available for embarking forces.

“ . . . RIMPAC 12 provided the opportunity for 3d Marine Regiment's command element and its major subordinate commands to conduct amphibious operational planning and execution in a realistic environment. The exercise presented real-world problems and "frictions" in addition to exercise-related injects that forced the combined staffs to develop effective solutions. . .

From the Conclusion of the 3d Marine Regiment AAR

In an effort to capture the numerous lessons learned by the participants in this year's RIMPAC exercise, the Marine Corps Center for Lessons Learned (MCCLL) sponsored a collection effort that took place during the period from July to September 2012. Many of the principal commanders and key staff personnel who participated in the exercise were interviewed by MCCLL. A report containing their observations is scheduled to be published shortly and will be featured in an upcoming newsletter. A comprehensive listing of planned MCCLL reports is highlighted [later in this newsletter](#).

Photo credit: Sgt Michael R. Holzworth

An amphibious assault vehicle (AAV) platoon commander with the Combat Assault Company, 3d Marine Regiment, communicates with the USS Essex (LHD-2) from Pyramid Rock Beach prior to the launch of the AAVs during Exercise RIMPAC 2012.



Ground Combat Element Operations During Exercise JAVELIN THRUST 2012

AFTER ACTION REPORT FROM 25TH MARINE REGIMENT

[Last month's MCCLL newsletter](#) featured after action reports (AARs) from Marine Aircraft Group 49 (MAG-49) and Combat Logistics Regiment 4 (CLR-4) in their capacities as the aviation combat element (ACE) and logistics combat element (LCE), respectively, for Exercise JAVELIN THRUST 2012, the latest iteration of this annual exercise held at the Marine Corps Air Ground Combat Center (MCAGCC), Twentynine Palms, CA. Initially involving only reserve units, over the last few years JAVELIN THRUST has evolved into a large-scale exercise (LSE) at the Marine Expeditionary Brigade (MEB) level with both active duty and reserve participation. JAVELIN THRUST now constitutes the largest annual active duty and Marine Corps Forces Reserve (MARFORRES) training exercise and includes heavy armor assets participating in a series of live fire and combined arms events designed to test Marines in a desert environment under a MEB command structure.

Since publication of the October newsletter, MCCLL has received the [Exercise JAVELIN THRUST 2012 AAR](#) from 25th Marine Regiment in its capacity as the ground combat element (GCE) for the exercise. (This AAR also includes, as enclosures, reports from 2d Battalion, 25th Marines (2/25),



Photo credit: LCpl Ali Azimi

Marines from 2d Battalion, 25th Marine Regiment (2/25) load into a Sea Knight helicopter after retrieving two Marines during a tactical recovery of aircraft and personnel (TRAP) training mission in the during Exercise JAVELIN THRUST 2012.

2d Tank Battalion, 4th Light Armored Reconnaissance (LAR) Battalion, 4th Combat Engineer Battalion (CEB), 5th Battalion, 14th Marines (5/14), and the 4th Assault Amphibian Battalion.) Collectively, the ACE, LCE and GCE AARs provide a wealth of observations, recommendations, and best practices that should serve as excellent resources for units as they prepare for future JAVELIN THRUST training evolutions. The AAR emphasizes the fact that the Regimental staff did not have access to AARs from previous LSEs and, thus, did not have the opportunity to analyze and discuss lessons learned from previous exercises that could have helped to increase their confidence during the decision-making process for this year's exercise. As a result, they highly recommend the wide dissemination of this year's AARs.

The GCE forces for JAVELIN THRUST 2012 included two maneuver battalions (reinforced) (together with simulated forces) that conducted offensive and defensive mission essential tasks (METs), culminating in a combined arms defensive live fire exercise. Two exercise control elements were employed during the exercise: (1) a forward command element (FCE), which was responsible for reception, staging, onward movement, and integration (RSO&I), and (2) the MEB, which was responsible for the final exercise. Since the transition of control from the FCE to the MEB required significant planning and subsequent wide dissemination of planning information in order to avoid impacting the tempo of the exercise, the AAR recommends that a combined exercise control cell be established during future exercises that provides control for both the initial planning conferences and the final exercise.

“JAVELIN THRUST 2012 provided an outstanding and challenging training opportunity for the Regiment and its subordinate elements. Any opportunity to train at the MCAGCC is always beneficial for a Selected Marine Corps Reserve (SMCR) unit due to the unique live fire ranges and the austere environment. The exercise was exceptionally beneficial because of its scale, which served to heighten the training requirements across the GCE, particularly for the Regimental staff. This exercise was not only a proof of concept for a large-scale exercise (LSE), but established that, given the necessary time and planning, a Regiment with the right "building block" training preparation can serve successfully as the headquarters for the GCE. The key requirement for success is that the SMCR unit should focus its training during the preceding year on preparing for the LSE and use the resources provided by the Training and Education Command (TECOM) effectively. . .

From the 25th Marine Regiment AAR

REGULAR FEATURES:

The Most Popular Downloads

FROM THE MCCLL WEBSITE

Many of the documents highlighted in MCCLL monthly newsletters and weekly new data rollups are downloaded every month from the MCCLL NIPR and SIPR websites. These include MCCLL reports, Marine Corps unit after action reports (AARs), recent doctrinal publications, briefings on a wide range of topics, and many other source documents that contain valuable lessons learned. In an effort to inform readers concerning the products that other Marines, civilian Marines, and contractors have found of interest, we include in each monthly newsletter a list of documents that have been accessed and downloaded most often during the previous month.

During October 2012, the documents listed in the table to the right were

most frequently accessed. This diverse collection of documents includes two MCCLL reports, six recent Operation Enduring Freedom (OEF) AARs from Marine Corps commands and units, an overview of the domestic IED threat from the Department of Homeland Security, and the Capstone Concept for Joint Operations from the Joint Chiefs of Staff.

These documents were downloaded most often by officers from 1stLt/O-2 to LtCol/O-5, SNCOs from SSgt/E-6 to MSgt and 1stSgt/E-8, DoD civilians in grades from GS-11 to GS-13, and DoD contractors.

There also continue to be significant numbers of new registrations on the MCCLL website each month, with 614 new registrants signing up in October, compared with 489 in September.

Photo credit: Sgt Rachael Moore

A Joint Terminal Attack Controller (JTAC) from 2d Marine Logistics Group (Forward) communicates with aircraft personnel to ensure that all injured personnel are on a medical evacuation helicopter in the Now Zad District of northern Helmand Province. JTAC operations and training are among the topics addressed in the MCCLL [Logistics Combat Element Trends Report](#), the most downloaded document during October 2012.



TOP TEN DOWNLOADS FROM THE MCCLL WEBSITE, OCTOBER 2012

1. [Logistics Combat Element Trends \(01 January - 31 July 2012\) \(MCCLL\)](#)
2. [1st Battalion, 8th Marines \(1/8\) OEF 12.1 After Action Report \(AAR\)](#)
3. [Marine Attack Squadron 211 \(VMA-211\) First 100 Days OEF 12.1 AAR](#)
4. [Infantry Battalion Operations in Afghanistan: Lessons from 1st Battalion, 6th Marines \(1/6\) \(MCCLL\)](#)
5. [Marine Unmanned Aerial Vehicle Squadron 2 \(VMU-2\) First 100 Days OEF 12.1 AAR](#)
6. [Domestic Improvised Explosive Device \(IED\) Threat Overview \(Department of Homeland Security\)](#)
7. [2d Battalion, 6th Marines \(2/6\) Post-Deployment OEF 11.2/12.1 AAR](#)
8. [Regimental Combat Team 5 OEF 11.2/12.1 AAR](#)
9. [Capstone Concept for Joint Operations: Joint Force 2020 \(Joint Chiefs of Staff\)](#)
10. [8th Engineer Support Battalion \(ESB\) OEF 12.1 AAR](#)

◆ Briefly ◆

THE VALUE OF CULTURE TRAINING FOR MARINES PREPARING FOR NON-COUNTERINSURGENCY MISSIONS

In 2010, the Center for Advanced Operational Culture Learning (CAOCL) requested MCCLL support in administering a large-scale survey to a cross-section of Marines for the purpose of obtaining a better understanding of attitudes toward Marine Corps-wide culture and language training. Over two thousand Marines participated in this voluntary survey, with the majority expressing the opinion that culture and language training was important for military operations, with culture training judged to be more important than language training. The majority of these participants based their opinions on deployments to either Iraq or Afghanistan (or both).

As the Marine Corps draws down from Operation Enduring Freedom (OEF) in Afghanistan, after having completed the drawdown from Operation Iraqi Freedom (OIF), CAOCL determined that it would be beneficial to take a closer look at the value of culture training for other missions in which the Marine Corps would likely be involved, including non-counterinsurgency missions. As a result, CAOCL requested MCCLL support in the administration of a second culture survey that reflected the changing operational environment. The objective was to determine if Marines involved in deployments other than to Iraq or Afghanistan had different opinions on the value of culture training. The survey was also

Photo credit: LCpl Corey Dabney

An infantry squad leader with 1st Battalion, 4th Marines (1/4) stops a Somali role player from entering a secured building at Camp Pendleton's Infantry Immersion Trainer during preparations for the battalion's deployment with the 13th Marine Expeditionary Unit (MEU). The training is designed to help Marines understand the local cultures they will encounter during this deployment.



designed to determine whether other factors (such as a Marine's military occupational speciality (MOS)) had an impact on opinions about the importance of culture training. An initial set of findings from a subset of the survey questions has been included in the [September 2012 Edition of Translational Research](#) in an article entitled, *OIF/OEF vs. Non-OIF/OEF Deployments: Is There a Difference in How Marines Value and Use Culture?* by Wendy Chambers, PhD, and Basema Maki.

Over 1,650 Marines participated in the latest CAOCL survey, representing a cross-section of Marine Corps MOSs and grades (from E-3 through O-6). Among the overall conclusions that can be extracted from the survey results are:

- Marines strongly value an understanding of the impact of culture on operations, including knowledge of the region and an understanding of the organizational culture of foreign security forces.
- Marines with Iraq/Afghanistan deployments generally assigned a higher average ranking in their evaluation of the importance of culture training.
- Although there was no significant difference among the high value placed on culture training and organizational culture by Marines with MOSs associated with ground combat arms or Marines with other MOSs, Marines with ground combat arms MOSs tended to value an understanding of the [impact of culture](#) on operational readiness and regional knowledge more so than other Marines.

The difference in attitudes toward the value of culture and cultural skills may relate to the nature of the particular missions in which Marines participated. Marines who deployed to Iraq or Afghanistan were obviously involved in combat-related missions, while other Marines participated in a wider variety of missions, with foreign military training exercises being the most common. Such variance in missions has implications for future CAOCL culture training and education and their tailoring to mission type.

THE LATEST TRAINING TRENDS REPORT FROM THE TECOM LESSONS INTEGRATION SECTION

The U.S. Marine Corps Training and Education Command (TECOM) Lessons Integration Section (TLIS) was tasked in 2011 with preparing semi-annual reports that compile training trends identified in Systemic Trends Reports and unit after actions reports, as well as in responses to surveys administered to members of the operating forces following their deployments.

These semi-annual reports are designed to increase awareness on the part of the Training Support Centers (TSCs) concerning documented tactical-level training trends. The [latest edition of this report](#) was prepared in October 2012 and highlights trends that were observed during the first half of Calendar Year 2012. Among the topics highlighted in this report are:

- Training on command and control and intelligence support systems, including systems located in the combat operations center (COC) and those that support the company-level intelligence cells (CLICs),
- Crew served weapons training,
- Language and culture training (necessary for successful interaction with the local populace),
- Medical training, including combat lifesaver training,
- Vehicle training and licensing,
- Tactical communications training,
- Counter-IED training, including the need for sustainment training in theater, and
- Training on the avoidance of low-hanging power lines in theater (see a discussion of this topic in the [MCCLL June 2012 Newsletter](#)).

Photo credit: Cpl Alejandro Pena

A combat engineer with 2d Combat Engineer Battalion (CEB) teaches a class on home-made explosives (HME) to Marines from Headquarters Company, Regimental Combat Team 7 (RCT-7), during counter-IED training at Camp Leatherneck.



A MEDICAL LESSONS LEARNED NEWSLETTER FOR MARINES AND SAILORS

The quarterly lessons learned newsletter from the Naval Operational Medical Lessons Learned Center (NOMLLC) always provides a wealth of information for individual Marines on medical and health-related topics, as well as being a valuable resource for medical professionals. The [Fall 2012 NOMLLC Newsletter](#) is no exception, with numerous articles that will likely be of particular interest to Marines. Among the articles in this edition are:

- Observations and recommendations from the Western Pacific deployment of the USS CARL VINSON that includes a summary of significant issues from the Medical Department Staff,
- Two medical pre-deployment training assessments prepared by NOMLLC that address: (1) Feedback on the training provided by the Naval Expeditionary Medicine Institute (NEMTI) and (2) the results of a collection that focused on the completion of pre-deployment phase-one medical training for personnel scheduled for deployment to the Kandahar Role III, Multinational Medical Unit or to the Forward Surgical Team in Afghanistan,
- Employment of the Combat Ready Clamp,
- An after action report and exercise guidebook from Phoenix Express 2012,
- Available U.S. Army medical resources, including: (1) a Army Guide to Deployment Health from the U.S. Army Public Health Command, (2) a Soldier's Guide to Mountain Warfare from the Center for Army Lessons Learned (CALL), and (3) an end-of-tour after action report from the 115th Combat Support Hospital,
- Feedback to the field from the Armed Forces Medical Examiner System (AFMES) and Defense Medical Material Program Office (DMMPO) on tourniquet types and frequency of use,
- A message from DMMPO on potential counterfeit Combat Application Tourniquets,
- An information paper from the Combined Joint Task Force 1 (CJTF-1) Surgeon with experiences and insights from his recent OEF deployment,
- Updates to the Joint Lessons learned Information System (JLLIS) that provide a standardized format for most military lessons learned websites, and
- Recent Marine Corps after action reports that include medical observations from Combat Logistics Battalion 22 (CLB-22), 3d Reconnaissance Battalion, and Regimental Combat Team 5 (RCT-5).

Reading Lists and Book Reviews

In July 2011, the [Commandant's Professional Reading List](#) was revised by a review panel established by General James F. Amos to ensure that the list continues to be relevant and provides Marines with a variety of resources to broaden their perspectives and help ensure that they benefit from the experiences of others. The list continues to highlight *First to Fight: An Inside View of the U.S. Marine Corps* by LtGen Victor H. Krulak, USMC (Ret), as the Commandant's "choice book" to be read by all Marines. In May 2012, two additional books were added to the reading list, *The Marines of Montford Point* by Melton A. McLaurin and *Into the Tiger's Jaw* by LtGen Frank E. Petersen. Marines are tasked to read a minimum of one book from the list for their grade each year. The CMC list, as well as other reading lists (such as those prepared by I Marine Expeditionary Force (I MEF) and the Director of Intelligence), are highlighted on the [Marine Corps University \(MCU\) website](#), along with discussion guides and other resources.

This month we feature three books:

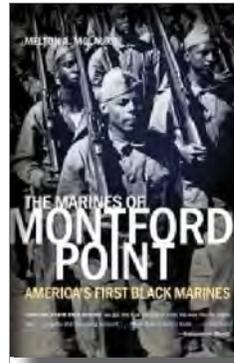
- **The Marines of Montford Point** by Melton A. McLaurin, on the Commandant's list for all Marines,
- **The Courageous Follower** by Ira Chaleff, on the Commandant's list for Master Sergeant/First Sergeant and
- **Fahim Speaks** by Fahim Fazli and Michael Moffett, a recently published book by a Hollywood actor who returned to his native Afghanistan as an interpreter for the Marines in Helmand Province.

THE MARINES OF MONTFORD POINT: AMERICA'S FIRST BLACK MARINES

MELTON A. MCLAURIN (UNIVERSITY OF NORTH CAROLINA PRESS, 2007)

Nothing was easy for the first black Marines. All of the other service branches had allowed African Americans to serve in their ranks, except for the Marine Corps, America's oldest military branch.

President Franklin D. Roosevelt signed an executive order in 1941 that prevented government agencies from refusing to hire Americans based on race, creed or color. As a result of this order,



recruitment actively began in 1942 for the first black Marines, as did construction on their new base at Montford Point, which was adjacent to Camp Lejeune in Jacksonville, N.C.

In 1949 after seven years of segregation, Harry Truman signed Executive Order 9981 to end discrimination in the military, so black Marine recruits could finally join their fellow white soldiers at Parris Island and Camp Pendleton. But despite rampant segregation at every step in their early Marine careers, the 20,000 men of Montford Point distinguished themselves by serving their country in three wars and in laying the groundwork for the African-American Marines serving in Iraq and Afghanistan. Melton A. McLaurin, professor emeritus of history at UNC-Wilmington, captured the Montford Point veterans' stories, and this book is the result of his 60 filmed interviews. The Marines at Montford Point also includes 36 photos of the men in training and offers a few rare photos of their combat experiences. Through their own words, we get the true picture of what life was like for these men who trained in the Jim Crow South, and we also get a gritty and harrowing account of their combat experiences, especially during the landing at Iwo Jima.

McLaurin provides a summary at the beginning of each chapter to give all readers, not just history aficionados, a transparent perspective of the times. For instance, we learn in the summary of the *Getting There* chapter that the men from the North rode in trains with whites, but when they reached Washington, D.C., they all were gathered into the same segregated car. From reading the men's stories, we can put a face on segregation, especially when we are told numerous times that they were forced to sit inside the coach closest to the diesel in largely unsanitary conditions. More segregation experiences are revealed when the men go on liberty.

James Ferguson describes a fellow soldier who was arrested for "impersonating" a Marine. He says, "*Many people were not aware of the fact that there were black Marines, and people looked on black Marines as some type of hostility, such as, who are you? We didn't know that you were in our Marine Corps.*"

The men were restricted in all aspects of their lives from finding a sandwich when they arrived at Montford Point to finding a toilet when they had work detail at the all-white Camp Lejeune. George Taylor says, "*Couldn't even get a hamburger in town, no place. It was horrible down there. You in a bus station, over that*

sort of chain across, you on this side, they're [whites] on that side. And they never cleaned the [black] bathroom." Perhaps even more telling is how Joseph Carpenter recounts his experiences with the Italian prisoners, which is echoed in other veterans' accounts: "[Prisoners of war had] definitely more privileges. They could go anywhere in town they wanted; we could only go to the black section."

Most of the Montford Point Marines wanted to see combat, but they were largely disappointed since most of the black Marines served in auxiliary units and had clean-up detail after the Pacific islands were secured by white Marines. However, men in the ammunition and depot companies saw combat during the amphibious landings on the beaches of Iwo Jima, Saipan, Peleliu and Okinawa. From these experiences, the Montford Point Marines earned the respect of their white counterparts, in spite of the general notion at the time that blacks were not ready for combat. Even the fact that black Marines were present at the landing on Iwo Jima was suppressed. Steven Robinson comments on how the camera crews turned away when they saw black Marines. He further states, "We were fighting the war against the bigotry at home and fighting the war against the bigotry overseas. And we were fighting the war to liberate people who had more liberty than we had."

Many of the Montford Point men did witness the flag raising at Mount Suribachi. Archibald Mosely describes the moment best: "White boys couldn't have climbed that mountain if we black boys wasn't at the bottom giving them supplies and ammunition to be able to climb it." Mosely and many of his fellow soldiers remind readers that the fighting continued for another bloody 33 days.

More than a history book, *The Marines at Montford Point* is for readers interested in first-hand narratives, which are a rare treat, considering most of these men had to wait 60 years before McLaurin recorded their stories. However, I found some of the segregation and training narratives repetitive and wished McLaurin could have provided historical accounts of either what the press or the Marine brass had to say about the black Marines, in order to give these narratives a richer context. He could have also lengthened his summaries and shortened some of the stories that dealt with the same subject matter.

But absorbing all of these true stories made me appreciate everything the Montford Pointer Marines sacrificed during a time when black soldiers were fighting two wars. Reuben McNair knows the value of his contributions for today's African Americans when

he states, "You don't have to take the abuse or sit on the back of the bus to go into Jacksonville. I've already gone through this, and you don't have to prove anything to anybody in the world."

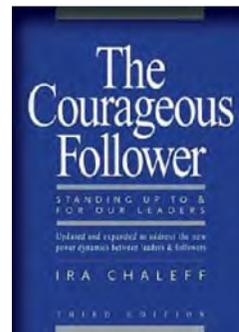
READ THE COMPLETE REVIEW BY

[ALICE OSBORN](#)
[INDYWEEK.COM](#)

THE COURAGEOUS FOLLOWER: STANDING UP TO AND FOR OUR LEADERS

IRA CHALEFF (BERRETT-KOEHLER PUBLISHERS, 2009)

"Most of us are leaders in some situations and followers in others. On one level we understand and fully accept this. You can't, by definition, have a world of only leaders," writes award winning leadership expert and President of Executive Coaching & Consulting Associates, Ira Chaleff, in his brilliant and definitive book *The Courageous Follower: Standing Up to & for Our Leaders*. The author creates a book for followers who choose to support a leader, and how followers and leaders can develop a closer and more equitable relationship through the courage to give and accept support, ideas, cautionary advice, and honest feedback.



Ira Chaleff understands that the old command and control model of leadership is declining, and being replaced by a model based on more parity between leader and followers. The older model was based on a paternalistic approach that no longer works with today's more empowered employees and citizens. The author points out that the older authoritarian leader and follower model worked well in the industrial age, but is not suited for the modern information age. The days of the docile follower paradigm are over. Followers now must become more comfortable with their power and support powerful leaders and work to develop newer models based on shared responsibility. To answer this problem of creating a new dynamic, Ira Chaleff presents the concept of the courageous follower.

Ira Chaleff recognizes that a courageous follower has new

responsibilities along with the new-found empowerment. At the same time, a new type of leader is emerging who accepts input and feedback from followers. While self aware leaders understand the new parity relationship, years of socialization to the traditional leader-follower model must be overcome. There has been little cultural support, within our culture, for this changing interpersonal dynamic. To address this challenge to the social programming process, Ira Chaleff posits his five dimensions of courageous followership. They include the courage to assume responsibility, the courage to serve, the courage to challenge, the courage to participate in transformation, and the courage to take moral action. Combined with the courage to speak to the hierarchy and the courage to listen to followers, on the part of leaders, the opportunity for leaders and followers to work together to achieve great things is immense.

For me, the power of the book is how Ira Chaleff presents a new and powerful leadership and followership dynamic that works to benefit both parts of the relationship. In place of the outmoded traditional command and obey system, where a leader's ideas, actions, and orders go unchallenged, followers are empowered to stand up for what is right, and what is in the best interests of the organization and of society. As the world evolves into a more egalitarian culture, leaders who are not listening or responsive to their followers will fail in reaching their goals. Followers are no longer docile, and the older mindset of being subordinate is no longer appropriate in the information age when ideas and creativity flow up from followers, as well as down from leaders. Very often, ideas and decisions are reached jointly, as leaders and followers create a parity and develop mutual trust and respect.

I highly recommend the insightful and visionary book ***The Courageous Follower*** to anyone seeking a new approach to leadership and followership in the information age. The book provides a clear understanding of the new relationship and responsibilities shared by today's leaders and followers. Gone are the days of the docile follower. In the more egalitarian world of today and tomorrow, leaders must have the courage to listen to and accept honest feedback. Followers must have the courage to provide that guidance for their leaders.

Read the practical and must read book ***The Courageous Follower*** and begin the journey toward a more equitable, open, and trusting relationship between leader and follower.

This book is the essential road map for establishing courage in both followers and their leaders.

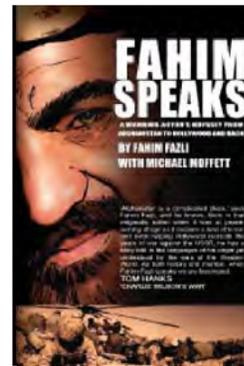
READ THE COMPLETE REVIEW IN

[BUSINESS INFORMATION.COM](http://BUSINESSINFORMATION.COM)

FAHIM SPEAKS: A WARRIOR-ACTOR'S ODYSSEY FROM AFGHANISTAN TO HOLLYWOOD AND BACK

FAHIM FAZLI AND MICHAEL MOFFETT (WARRIORS PUBLISHING GROUP, 2012)

Fahim Fazli is a man of two worlds: Afghanistan, the country of his birth, and America, the nation he adopted and learned to love. He is also a man who escaped oppression, found his dream profession, and then paid it all forward by returning to Afghanistan as an interpreter with the U.S. Marines. When Fahim speaks, the story he tells is harrowing, fascinating, and inspiring. Born and raised in Kabul, Fahim saw his country and



family torn apart by revolution and civil war. Dodging Afghan authorities and informers with his father and brother, Fahim made his way across the border to Pakistan and then to America. After reuniting with his mother, sisters, and another brother, he moved to California with dreams of an acting career. After 15 turbulent years that included two unsuccessful arranged marriages to

Afghan brides, he finally qualified for membership in the Screen Actors Guild—and found true American love. Though Fahim's California life was happy and rewarding, he kept thinking about the battlefields of Afghanistan. Haunted by a desire to serve his adopted country, he became a combat linguist. While other interpreters opted for safe assignments, Fahim chose one of the most dangerous: working with the Leathernecks in embattled Helmand Province, where his outgoing personality and deep cultural understanding made him a favorite of both Marines and local Afghans—and a pariah to the Taliban, who put a price on his head. ***Fahim Speaks*** is an inspiring story of perseverance and patriotism—and of the special love that one man developed for

his adopted country.

Author Fahim Fazli blends his unique American experience with his native Afghan roots, resulting in a tasteful reader's concoction. He made me feel good about American society, our devotion to Afghanistan, and for the Good Warrior that never gives up or goes bad. Fazli's life-journey starts in Kabul and his family scatters under the oppression of the Soviets. ***Fahim Speaks*** comes from a different perspective and there are so many twists ... Young Fazli lives in a Pakistani-based refugee camp that is later depicted in the 2006 movie, ***Charlie Wilson's War***, about the American influenced, Afghan-Soviet conflict. Fahim Fazli is the cultural advisor on the movie set. Life's peculiarities are addressed in the book and they make you think ... Ironically, Fazli always wanted to be the good guy in his highly successful movie career but was typically hired as the terrorist. I had seen him - but didn't know - in several of my favorite films (The Unit, 24, Iron Man). Fahim Fazli is a man of honor and courage ... A Hollywood actor in his forties and comfortably settled with his wife and daughter, Fazli chooses to pay his country back. He volunteers to serve as an interpreter with our Marines in Helmand Province, Afghanistan. This book educates and cultural histories are probed. In a graceful way, Fahim Fazli tackles delicate issues and his writing style gave me hope. His positive attitude and likeable behavior allowed me to better understand complex concerns. I am grateful for the encouragement. ***Fahim Speaks*** gets my highest recommendation - it's a must read. What a TRULY AMERICAN story of perseverance and service!

READ THE REVIEW BY

HODGE WOOD

MILITARY WRITERS SOCIETY OF AMERICA ONLINE

MCCLL Products “in the Pipeline”

The results of a number of recently completed, ongoing and planned collection efforts are scheduled to be documented in MCCLL reports within the next few months. “Stay tuned” for these MCCLL products:

- **Expeditionary Energy Operations**
- **Air Operations in Support of Logistics**
- **Results from the Regimental Combat Team 5 Lessons Learned Conference**
- **Afghanistan Redeployment, Retrograde, Reset and Reconstitution (R4) Operations**
- **Amphibious Operations: Exercise RIMPAC 2012**
- **Virtual Support to the Marine Air Ground Task Force: Intelligence Reach-Back to I Marine Expeditionary Force**
- **Security Force Assistance in OEF**
- **The Combat Logistics Regiment/Combat Logistics Battalion Transition in OEF**
- **Marine Corps Forces, Pacific (MARFORPAC) Theater Security Cooperation (TSC) Exercises**
- **Ground Combat Element (GCE) Unit Deployment Program (UDP) - 2d Battalion, 3d Marines**

The Marine Corps Center for Lessons Learned (MCCLL) newsletter provides "initial impressions" summaries that identify key observations and potential lessons from collection efforts. These observations highlight potential shortfalls, risks or issues experienced by units that may suggest a need for change. The observations are not service level decisions. In addition, some information in this newsletter has been compiled from publicly available sources and is not official USMC policy. Although the information has been gathered from reliable sources, the currency and completeness of the information is subject to change and cannot be guaranteed.

Contact Information for MCCLL Program Analysts

Contact information for Marine Corps Center for Lessons Learned (MCCLL) representatives at major Marine Corps and joint commands and organizations is provided below. In many cases, both commercial telephone numbers and Defense Switched Network (DSN) numbers are provided.

Individuals from commands and organizations that do not have a MCCLL representative may contact the MCCLL Operations Officer at (703) 432-1284.

Questions or comments (or requests to be added to the MCCLL newsletter distribution list) can be directed to: [Mr. Harry T. Johnson, Editor](#): (703) 432-1279 | DSN: 378-1279.

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