

Section 1



INTRODUCTION TO THE WARRIOR ETHOS

Key Points

- 1 The Warrior Ethos Defined
- 2 The Soldier's Creed
- 3 The Four Tenets of the Warrior Ethos

Every organization has an internal culture and ethos. A true Warrior Ethos must underpin the Army's enduring traditions and values. It must drive a personal commitment to excellence and ethical mission accomplishment to make our Soldiers different from all others in the world. This ethos must be a fundamental characteristic of the U.S. Army as Soldiers imbued with an ethically grounded Warrior Ethos who clearly symbolize the Army's unwavering commitment to the nation we serve. The Army has always embraced this ethos but the demands of Transformation will require a renewed effort to ensure all Soldiers truly understand and embody this Warrior Ethos.

GEN Eric K. Shinseki

Introduction

Every Soldier must know the Soldier's Creed and live the Warrior Ethos. As a Cadet and future officer, you must embody high professional standards and reflect American values. The Warrior Ethos demands a commitment on the part of all Soldiers to stand prepared and confident to accomplish their assigned tasks and face all challenges, including enemy resistance—anytime, anywhere.

This is not a simple or easy task. *First*, you must understand how the building blocks of the Warrior Ethos (see Figure 1.1) form a set of professional beliefs and attitudes that shape the American Soldier. *Second*, you must establish an unwavering personal commitment to excellence and ethical mission accomplishment, a commitment that cannot vary, no matter what the circumstances. *Finally*, as a leader, you must be the example for your Soldiers of what it means to live the Warrior Ethos, through your own conduct.

This section defines the Warrior Ethos, covers its four tenets as based on a commitment to selfless service to the nation and the Army Values, and demonstrates how the Soldier's Creed ties its concepts together.

The following vignette epitomizes the power of the Warrior Ethos in the Contemporary Operating Environment, a commitment to the welfare of others so strong that it sets a timeless example of sacrifice for one's fellow Soldiers.

MSG Gordon and SFC Shughart in Somalia

During a raid in Mogadishu in October 1993, MSG Gary Gordon and SFC Randall Shughart, leader and member of a sniper team, respectively, with Task Force Ranger in Somalia, were providing precision and suppressive fires from helicopters above two helicopter crash sites. Learning that no ground forces were available to rescue one of the downed aircrews and aware that a growing number



Figure 1.1 The Building Blocks of the Warrior Ethos

of enemy were closing in on the site, MSG Gordon and SFC Shughart volunteered to be inserted to protect their critically wounded comrades.

Their initial request was turned down because of the dangerous situation. They asked a second time; permission was denied. Only after their third request were they inserted.

MSG Gordon and SFC Shughart were inserted one hundred meters south of the downed chopper. Armed only with their personal weapons, the two NCOs fought their way to the downed fliers through intense small arms fire, a maze of shanties and shacks, and the enemy converging on the site. After MSG Gordon and SFC Shughart pulled the wounded from the wreckage, they established a perimeter, put themselves in the most dangerous position, and fought off a series of attacks. The two NCOs continued to protect their comrades until they had depleted their ammunition and were themselves fatally wounded. Their actions saved the life of an Army pilot.

No one will ever know what was running through the minds of MSG Gordon and SFC Shughart as they left the comparative safety of their helicopter to go to the aid of the downed aircrew. The two NCOs knew there was no ground rescue force available, and they certainly knew there was no going back to their helicopter. They may have suspected that things would turn out as they did; nonetheless, they did what they believed to be the right thing. They acted based on Army Values, which they had clearly made their own: *loyalty* to their fellow Soldiers; the *duty* to stand by them, regardless of the circumstances; the *personal courage* to act, even in the face of great danger; *selfless service*, the willingness to give their all. MSG Gary I. Gordon and SFC Randall D. Shughart lived Army Values to the end; they were posthumously awarded Medals of Honor.

ethos

the disposition, character, or fundamental values peculiar to a specific person, people, culture, or movement

Warrior Ethos

the professional attitudes and beliefs that characterize the American Soldier—the Warrior Ethos is the foundation for the American Soldier's total commitment to victory in peace and war

The Warrior Ethos Defined

Ethos is defined as the disposition, character, or fundamental values peculiar to a specific person, people, culture, or movement. The **Warrior Ethos**, the professional attitudes and beliefs that characterize the American Soldier, is a reflection of our nation's enduring values by the profession charged with protecting those values. The Warrior Ethos is the foundation for the American Soldier's total commitment to victory in peace and war.

At the core of every Soldier is the willingness and desire to serve the nation—both its people and its enduring values. Hence, the foundation for the pyramid representing the Warrior Ethos is a commitment to serve the nation. Soldiers who live the Warrior Ethos put the mission first, refuse to accept defeat, never quit, and never leave a fallen comrade. They have absolute faith in themselves and their team because they have common beliefs and values.

The seven Army Values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage (LDRSHIP) form the second level of this pyramid of the Warrior Ethos. Army Values are universal; they enable you to see what is right or wrong in any situation. When you encounter a situation that requires you to make a decision, you should apply the Army Values. If any one term is not applied, the decision will be flawed. As you

can see, Army Values and the Warrior Ethos are integral parts of a unified system of beliefs—as with the Soldiers who follow them, they depend on each other. The Soldier’s **Creed** ties this system together.

creed

a statement of beliefs, or a statement of a belief and a system of principles or opinions

The Soldier’s Creed

The Soldier’s Creed, first committed to memory and then increasingly applied to all your tasks—whether routine and safe, or urgent and dangerous—puts the Warrior Ethos into the practical context of the Basis of Army Leadership: Be, Know, and Do. The intent of the Soldier’s Creed is to link your commitment to selfless service to the goal of every other American Soldier—*victory with honor*.

The Soldier’s Creed unifies the Army’s culture by expressing fundamental human beliefs from a warrior’s perspective. It helps Soldiers understand that, no matter what their personal or professional backgrounds may be, all Soldiers are warriors and members of a team with difficult and dangerous tasks to perform. To develop into an effective leader of Soldiers, you must begin now to live by the seven Army Values, the Warrior Ethos and the Soldier’s Creed.

The Soldier’s Creed

I am an American Soldier. I am a warrior and a member of a team. I serve the people of the United States and live the Army Values. I will always place the mission first. I will never accept defeat. I will never quit. I will never leave a fallen comrade. I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment, and myself. I am an expert and I am a professional. I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat. I am a guardian of freedom and the American way of life. I am an American Soldier.

The Four Tenets of the Warrior Ethos

- Always place the mission first
- Never accept defeat
- Never quit
- Never leave a fallen comrade.

While all citizens hold beliefs and values that bring our nation together, Soldiers must take *action* to protect the nation. The four tenets of the Warrior Ethos provide the *motivation* for that action, motivation built on a comradeship that the Warrior Ethos creates. Because of that comradeship, Soldiers fight for each other, as well as for their nation and for their beliefs. Time and again you see that Soldiers would rather die than let their buddies down. It will be your job as a leader to ensure that your unit has the final ingredients necessary for victory. You must train and lead your Soldiers to become a competent, confident, flexible, and adaptable team—a team imbued with the Warrior Ethos.

Just such a team rescued more than 500 American and Allied prisoners of war from the Japanese at the end of World War II.

Great Raid on Cabanatuan Depicts Warrior Ethos

WASHINGTON (Army News Service, Aug. 10, 2005)—It was one of the most daring and successful Special Operations missions of World War II, full of drama, suspense and heroism—just the sort of thing that would make an exciting movie.

The 1945 raid by the U.S. Army's 6th Ranger Battalion to rescue Americans held at the Japanese POW camp near Cabanatuan in the Philippines is the subject of [the movie] "The Great Raid. . ."

The same raid was depicted in the opening scenes of an earlier movie, the 1945 "Back to Bataan," starring John Wayne and Anthony Quinn.

Regardless of how accurately either movie depicts the raid and those who lived through it, the real-life story is one worthy of study. It is noteworthy as an example of a well-planned and expertly conducted small-unit mission.

It may be even more valuable, however, as a reminder that the Warrior Ethos and Soldier's Creed that American Soldiers live by today are neither new nor exclusive to the men and women on the front lines in Iraq, Afghanistan, and elsewhere around the world.

Great Soldiers of the past lived and fought by those values. There are few better examples of this than what was done by the men of the 6th Ranger Battalion answering the call to duty in late January 1945.

'I will always place the mission first'

The more than 500 Americans inside the barbed wire of the Cabanatuan POW camp in early 1945 were survivors from America's darkest days, the fall of the Philippines in 1942. They were the lucky ones—if "lucky" means staying alive to be continually starved and mistreated by their captors.

Somehow these Soldiers, Marines, Sailors and Airmen, as well as American civilians and some allies, had survived the valiant but doomed battles of Bataan and Corregidor. Somehow many of them had survived the Bataan Death March, which followed Bataan's surrender on April 9, 1942 (Corregidor surrendered on May 6).

'I will never quit'

Somehow they had survived almost three years of starvation, mistreatment, minimal medical care and executions for various offenses proscribed by their guards. Somehow, they had missed the fate of thousands of their comrades who had died when American planes and submarines attacked and sank Japanese ships transporting them from the Philippines. The ships bore no indication of the human cargo they were carrying, so they were routinely attacked by the U.S. Navy and Army Air Force in the campaign to cut the enemy's supply lines.

As U.S. forces returned to the Philippines on Oct. 20, 1944, with the landing at Leyte, followed on Jan. 9, 1945, by landing on Luzon, the question became whether the POWs would be liberated before time ran out for them. It wasn't

only a matter of malnutrition and disease catching up to the prisoners or their being moved farther away from the advancing American forces; it was whether they would be murdered before they could be freed.

This was a very real possibility. About 150 American prisoners at a POW camp on the Philippine island of Palawan had been killed by their guards on Dec. 14, 1944. A survivor of this massacre had reached friendly forces and what had happened was known to U.S. Army intelligence by the time of the Luzon invasion. [The possibility of] a similar fate for any captive Americans on Luzon could not be overlooked.

Rescuers: 'I will never accept defeat'

The U.S. Army was determined those who had upheld America's honor in the opening days of the war would not suffer [such] a fate.

To that end, the commanding general of Sixth U.S. Army, Lt. Gen. Walter Krueger, called on the commander of a unique unit under his command, the 6th Ranger Battalion, the only Ranger battalion in the Pacific theater (During World War II, the Army had six Ranger battalions. The 1st through the 5th fought in either the Mediterranean or European theaters; the 6th fought in the Philippines.)

Lt. Col. Henry A. Mucci, a 1936 graduate of West Point, commanded the 6th Ranger Battalion. He had taken command of it in April 1944 in New Guinea when it was the 98th Field Artillery Battalion and led it through its re-designation and transformation into the 6th Ranger Battalion, putting its members through a demanding training program and weeding out those who couldn't or wouldn't measure up to Ranger standards.

By January 1945, his men were all volunteers and ready for a mission. The 6th Rangers landed on three islands in Leyte Gulf Oct. 17, and performed some commando-type missions. Now they were called upon to raid the Cabanatuan POW camp. Specifically, Mucci was to infiltrate about 30 miles behind enemy lines, reach the camp, overcome the guard force, liberate the prisoners and return them safely to friendly lines before the Japanese could react.

The ground to be covered was open and great care would have to be taken to avoid being spotted enroute to the camp. In addition to overcoming the camp's guard force, there were numerous other enemy forces in the area. Because of its proximity to major roadways, the camp often played host to Japanese units in transit. Due to American aircraft, the Japanese made troop movements at night.

A Japanese battalion regularly bivouacked about a mile from the camp and a division-sized unit was believed to be around Cabanatuan City, three to four miles from the camp. These Japanese units had tanks and tanks were also known to be included in the nocturnal movements around the camp.

To accomplish the mission, which he would personally lead, Mucci chose one company of the 6th Rangers, Company C, commanded by Capt. Robert W. Prince. Company C would be reinforced by the 2nd Platoon of Company F, led by 1st Lt. John F. Murphy. The Ranger force would also include four combat photographers

from the 832nd Signal Service Battalion and two teams of Sixth Army's elite recon unit, the Alamo Scouts. Counting a few additions from elsewhere in the battalion, the Ranger force consisted of about 120 men.

The Rangers would receive invaluable support from several hundred Filipino guerrillas under the commands of Captains Eduardo Josen and Juan Pajota. The guerrillas would provide intelligence, carry out security along the route to and from the camp, and interface with the civilian population for needed support for the Rangers and the liberated prisoners. The guerrillas would also play a critical role during the assault on the camp.

'I will never leave a fallen comrade'

When Mucci briefed them on the mission, the Rangers immediately knew just how important it was and how difficult it was going to be to pull it off. Each was given the opportunity to stay back. None took it.

It was clear to all of them that they were the only hope to bring out the survivors of Bataan and Corregidor before the Japanese killed them. Mucci ordered them to take an oath to die fighting before letting any harm come to those they were to rescue.

The Raid

The Rangers moved out early on Jan. 28 and soon linked up with guerrillas commanded by Josen. By dark, the combined Ranger-guerrilla force was inside enemy territory.

At the village of Balincarin, the Rangers were provided the latest intelligence from the Alamo Scouts, who had started their recon duties a day earlier. They were also joined there by Pajota's guerilla force. Working with Pajota, Prince coordinated for the guerillas to provide security, collect enough carabao carts to transport liberated POWs too weak to walk back and prepare enough food for several hundred men.

Mucci delayed the raid for a day in order to gather additional intelligence and to allow a large force of Japanese transiting the area to move away from the camp. The delay also allowed the Rangers to gather detailed information on the camp and its defenders.

The plan for the night-time assault on the compound gave the two guerilla forces the vital mission of stopping any enemy reaction forces coming from nearby Cabanatuan City and Cabu. A Ranger bazooka section would be attached to the guerillas to deal with expected Japanese tanks. The other Rangers would hit the camp from two sides, with Murphy's 2nd Platoon of Company F assaulting the rear entrance and Prince's Company C storming through the front gate of the camp. To distract the guards while the Rangers positioned themselves for the assault, a P-61 night fighter would fly overhead just prior to the attack.

The Rangers and guerillas moved into position at twilight on Jan. 30. The force attacking the front of the camp had to crawl a mile across open ground to reach

their jump-off position. The overflight by the night flyer worked as planned, drawing the attention of both guards and prisoners to the sky.

At 7:45 p.m., Murphy on the rear side of the compound fired the first shot, the signal for the attack to commence. The Rangers hit the Japanese soldiers with overwhelming ferocity, using every weapon they had. They concentrated initially on the guard towers, pillboxes and all Japanese in the open. When all enemy positions had been neutralized, the Rangers stormed into the compound and continued to eliminate enemy soldiers and interior defensive positions.

Meanwhile the guerillas at the blocking positions had their own battle to fight. Pajota's men opened fire on the Japanese battalion in the bivouac next to Cabu Creek. Guerilla machine gunners stopped the Japanese counterattacks at the Cabu Creek bridge while the Ranger bazooka teams knocked out two tanks and a truck.

The other roadblock under Joson was not attacked, thanks to attacks by P-61 night fighters on a Japanese convoy headed toward Joson's position.

In less than 15 minutes, all serious resistance inside the POW compound had been eliminated, though a final trio of mortar rounds wounded six men and mortally wounded the battalion surgeon, one of only two Rangers to die in the attack. A total of seven were injured.

Within half an hour from the opening shot by Murphy, Prince had completed two searches of the camp and had determined all the prisoners had been found and removed from the camp. Although no prisoners were killed during the fighting, one weakened man suffered a fatal heart attack while leaving the camp.

One British POW who hid in the latrines during the raid wasn't found by the Rangers, but he was picked up the next day by Filipino guerrillas.

The Rangers and liberated prisoners made their withdrawal while Pajota continued to stop all Japanese attempts to pursue. By the time Pajota's men disengaged, they had essentially destroyed an enemy battalion while suffering no fatalities or serious wounds themselves.

Filipino citizens provided food and water to the liberated prisoners on the route back. Additional carabao carts arrived to transport former prisoners too weak to walk. The guerillas continued to provide all-around security.

About 12 hours after the assault on the camp, radio contact was made with Sixth Army. Trucks were requested to meet the force. A couple of hours later, the Rangers and prisoners returned to friendly lines and shortly thereafter, the heroes of Bataan and Corregidor were undergoing medical examination at the 92nd Evacuation Hospital.

The mission, which rescued 511 American and Allied POWs and killed or wounded some 520 Japanese at the cost of two Rangers killed, was completed.

The Cabanatuan raid rescuers and rescued may not have been able to recite the Warrior Ethos of today's Army, but they lived it.

Critical Thinking

How can you, as a Cadet, begin to live the Warrior Ethos in your ROTC activities and your daily life on campus?



CONCLUSION

The Warrior Ethos is your commitment to overcome all obstacles. It reflects a selfless dedication to the nation, mission, unit, and your fellow Soldiers. You will develop and maintain this attitude through discipline, rigorous training, learning and embodying Army Values, and recognizing that as a Cadet you represent the future of the Army's proud heritage.

Learning Assessment

1. Recite the Soldier's Creed from memory.
2. List the four building blocks of the Warrior Ethos.
3. Identify the four tenets of the Warrior Ethos.
4. List the seven Army Values.

Key Words

ethos

Warrior Ethos

creed

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