



1st MAW Warfighting Attribute - SMART Commanding General's Intent



The primary and most lethal weapon each Marine brings to the fight is their mind. This Smart weapon needs training and conditioning – sets and reps with different intellectual exercises and experiences to gain and maintain fighting shape. Every Marine has an individual responsibility to study the profession of arms. Education is the process by which knowledge is attained in order to develop analytical skills and critical thinking capability to enable Marines to adapt quickly in any environment. Our formal Officer and Enlisted resident, non-resident, and blended seminar Professional Military Education (PME) programs are second-to-none. Formal PME is designed to develop creative, thinking leaders. It is important to remember that these formal courses and schools build upon the base provided by Commanders and by individual study. A leader without either interest in or knowledge of the history and theory of warfare—the intellectual content of the military profession—is a leader in appearance only.

The properly educated Marine never arrives on the battlefield for the first time. Smart Marines and Sailors thrive in both certainty and uncertainty. Our AOR is rich with warfighting history - every clime and place we would likely fight has been fought over before. We must learn from those who have gone before, visit those battlefields or like terrain, and study who and how each side fought. These activities will provide foundational understanding for developing our path forward, and will help turn uncertainty into certainty.

All Commanders should consider the professional development of their subordinates a principal responsibility of command. In doing so, Commanders are expected to conduct a continuing Professional Education Program for their subordinates that includes developing military judgment and decision making, understanding the terrain and antagonists of potential future conflicts, and teaches general professional subjects and specific technical subjects pertinent to their unit. Useful tools include supervised reading programs, map exercises, war games, battle studies, terrain studies, guest speakers, and site visits. Commanders should see the development of their subordinates as a direct reflection on themselves. Additionally, Commanders are accountable for their unit's Professional Education Program and for formal PME completion rates, enrollments, and progression.

Reading is fundamental to our Smart attribute. ALMAR 015/17 provides the revised 2017 CMC's Professional Reading List, which contains books most pertinent for professional development and critical thinking at each rank level. This ALMAR also establishes the requirement to read a minimum of five books annually from the lists and reemphasizes the requirement to note CPRL completion in FITREPs and when assigning Pro/Con marks. CMC has also stated *"I want Marines to read beyond the list, too, especially paying attention to current events, science and technology, and what our potential adversaries are up to around the world."*

The way we will fight puts a premium on certain particular human skills and traits. It requires the temperament to cope with uncertainty. It requires flexibility of mind to deal with fluid, disorderly, chaotic situations. It requires a certain independence of mind, a willingness to act with initiative and boldness, an exploitive mindset that takes full advantage of every opportunity, and the moral courage to accept responsibility for this type of behavior. You must be able to think above your own level and to act at your level in a way that is aligned with the requirements of the larger situation. These are the results of intellectual training and conditioning – at least equal in importance to physical training and conditioning (our Strong attribute) – and key to our ability to fight and win.

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Commanding General, 1st Marine Aircraft Wing



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References:

- a. MCO 1553.4B, Professional Military Education
- b. MCU Unit PME Resources, <http://guides.grc.usmcu.edu/content.php?pid=312696&sid=2559292>
- c. CMCs Professional Reading List (CPRL), <http://guides.grc.usmcu.edu/usmcreadinglist>
- d. MCU Quarterly PME Themes, <http://guides.grc.usmcu.edu/content.php?pid=706118&sid=5854830>
- e. MCUF Command Support Program (resources to support unit PME efforts), http://www.mcu.org/programs_command.html
- f. MCAF Commander's Unit Library Program (provides no-cost CPRL books for your unit's library), <https://www.mcafdn.org/program/commanders-unit-library-program>

CG's Recommended Reading List (augmenting the CPRL):

- a. Robert Sherrod - 'History of Marine Corps Aviation in World War II'
- b. Gregory Urwin - 'Facing Fearful Odds: The Siege of Wake Island'
- c. LtGen Frank E. Petersen - 'Into the Tiger's Jaw'
- d. Marion Sturkey - 'Bonnie-Sue: A Marine Helicopter Squadron in Vietnam'
- e. Alfred T. Mahan - 'The Influence of Sea Power upon History'
- f. Walter Boyne - 'How the Helicopter Changed Modern War'
- g. T. X. Hammes - 'Forgotten Warriors: The 1st Provisional Marine Brigade, the Corps Ethos, and the Korean War'
- h. James Corum and Wray Johnson - 'Airpower in Small Wars: Fighting Insurgents and Terrorists'
- i. Angela Duckworth – 'Grit: The Power of Passion and Perseverance'
- j. Simon Sinek – 'Start with Why: How Great Leaders Inspire Everyone to Take Action'

Marine Corps History Division Publications (<https://www.usmcu.edu/historydivision/frequently-requested/publications>):

- k. Edward C. Johnson - 'US Marine Corps Aviation: The Early Years'
- l. MajGen John P. Condon - 'Corsairs to Panthers: US Marine Aviation in Korea'