



CO2 TRAINING: “COMRADESHIP”



FACILITATOR: CH (CPT) JOE HUGHES

COMRADE

**“An intimate friend or associate;
companion; a fellow soldier.”**

- Webster's Dictionary



*“In prosperity, our friends know us;
in adversity, we know our friends.”*

-John Churton Collins



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MOST COMBAT SOLDIERS ARE ABLE TO CONTROL THEIR FEAR AND PERFORM THEIR DUTIES DUE TO THE “BROTHERHOOD.”

STRONG RELIANCE/DEPENDANCE ON ANOTHER MADE MEN FIGHT HARDER, LAST LONGER IN COMBAT, AND FORGE CLOSE FRIENDSHIPS.



**WHEN A BUDDY WAS
KILLED, IT WAS TRULY LIKE
LOSING YOUR BROTHER.**



IN COMBAT IT DOES NOT TAKE LONG FOR MEN TO BECOME CLOSE. THERE IS NO ARBITRARY AMOUNT OF TIME REQUIRED TO FORGE TRUST. IT CAN HAPPEN IN A FEW DAYS OR A FEW MINUTES.



“I tell you one thing, no matter how mean you are or if you have never been to church, you will pray when you get there (combat). If you don’t know how, you will learn. There wasn’t a man there who will say he didn’t.”

-Raymond Jones, 1st Marine Division, Guadalcanal



**THE LOSS OF A CLOSE
BUDDY CAN CAUSE
PARALYZING GRIEF THAT
TAKES YEARS TO EASE.**



CAMARADERIE:

- FELLOWSHIP
- COMPANIONSHIP
- BROTHERHOOD
- FRATERNITY
- SISTERHOOD
- SORORITY
- COLLEGIALITY
- MALE BONDING
- COMMUNITY OF INTEREST
- ESPRIT de CORPS

-ROGET'S THESAURUS



ESPRIT de CORPS

“THE COMMON SPIRIT EXISTING IN THE MEMBERS OF A GROUP AND INSPIRING ENTHUSIASM, DEVOTION, AND STRONG REGARD FOR THE HONOR OF THE GROUP.”

-Webster’s Dictionary

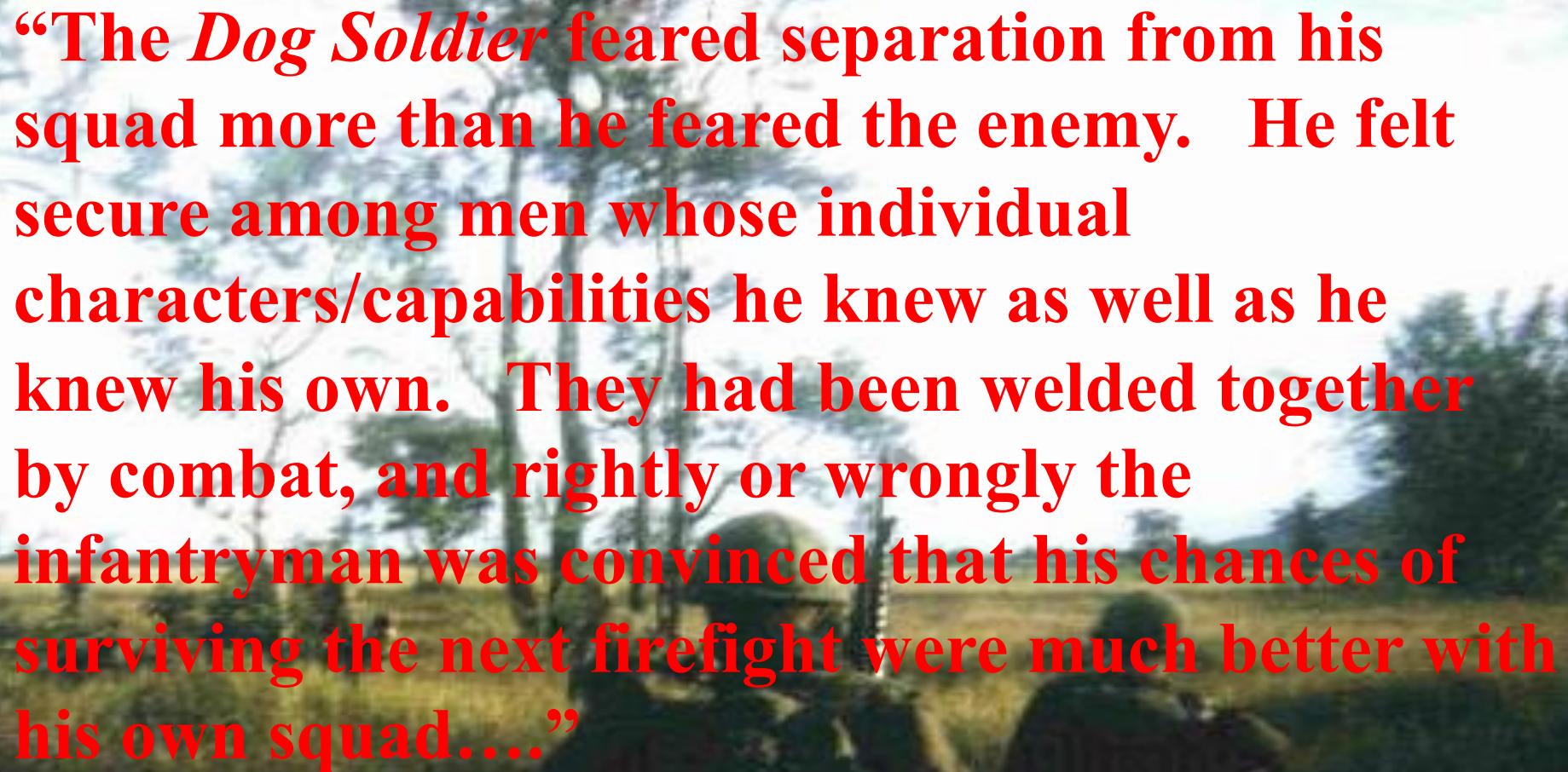


COMBAT MEN IN VIETNAM WANTED TO BE WHERE THEIR FRONTLINE FAMILY WAS EVEN IF IT PUT THEM IN DANGER. THE BOND BETWEEN FIGHTING SOLDIERS WAS SO DEEP THAT MOST WERE WILLING TO RISK THEIR LIVES TO BE WITH THEIR BUDDIES.



“THESE MEN WITH WHOM I SERVED...ARE STILL MY BEST AND MOST IMPORTANT FRIENDS. TIME AND TIME AGAIN, THESE MEN PUT THEIR LIVES ‘ON THE LINE’ FOR EACH OTHER.” **John Symanski, Vietnam Veteran**



A photograph of two soldiers in a field, one in the foreground and one in the background, both wearing helmets and carrying equipment. The text is overlaid on the image in a large, bold, red font.

“The *Dog Soldier* feared separation from his squad more than he feared the enemy. He felt secure among men whose individual characters/capabilities he knew as well as he knew his own. They had been welded together by combat, and rightly or wrongly the infantryman was convinced that his chances of surviving the next firefight were much better with his own squad....”

-Elmer Jones

Rifleman, 89th Infantry Division (WWII)

AT THE FRONT THERE IS NO TIME FOR DIFFERENCES OF:



- RACE
- RELIGION
- CLASS



“When a soldier sees he can trust and depend on his platoon and squad members, the morale and efficiency go up.” **-Ellis Blake, 33d Infantry Division**

AN IMPORTANT MOTIVATION WITHIN THE SOUL OF THE COMBAT SOLDIER WAS PRAYER. IT CONTRIBUTED TO COMRADSHIP.

“I said my prayers and composed myself for death when I noticed the muttering around me. The fellow just in front was Roman catholic, there was a Jew right across the way, a Mormon was nearby, and there were numbers of other religions, all saying their preparations for death as sincerely as I.” -Radford Carrol, Rifleman, 99th ID, WWII



UNIT COHESION:



“The bonding together of soldiers and their leaders in such a way as to develop and sustain their commitment to their unit and their resolve to accomplish the mission.” FM 22-100



**THE MOST CRITICAL OF ALL
FACTORS IN DEVELOPING UNIT
COHESION IS: LEADERSHIP**

7 COHESION FACTORS:

- LEADERSHIP
- GROUP (UNIT) CHARACTERISTICS
- INDIVIDUALS IN UNIT
- UNIT SOCIALIZATION
- UNIT/INDIVIDUAL GOALS/OBJECTIVES
- UNIT ACTIVITIES
- UNIT IDENTIFICATION & HISTORY



A photograph of three soldiers in camouflage uniforms and hats running on a sandy beach towards the ocean. They are carrying rifles and gear. In the background, there is a large, light-colored rock formation in the water under a clear blue sky.

**3 ELEMENTS OF
COHESION:**

- **BONDING**

- **COMMITMENT**

- **RESOLVE**

TEAM BUILDING/BONDING INVOLVES:

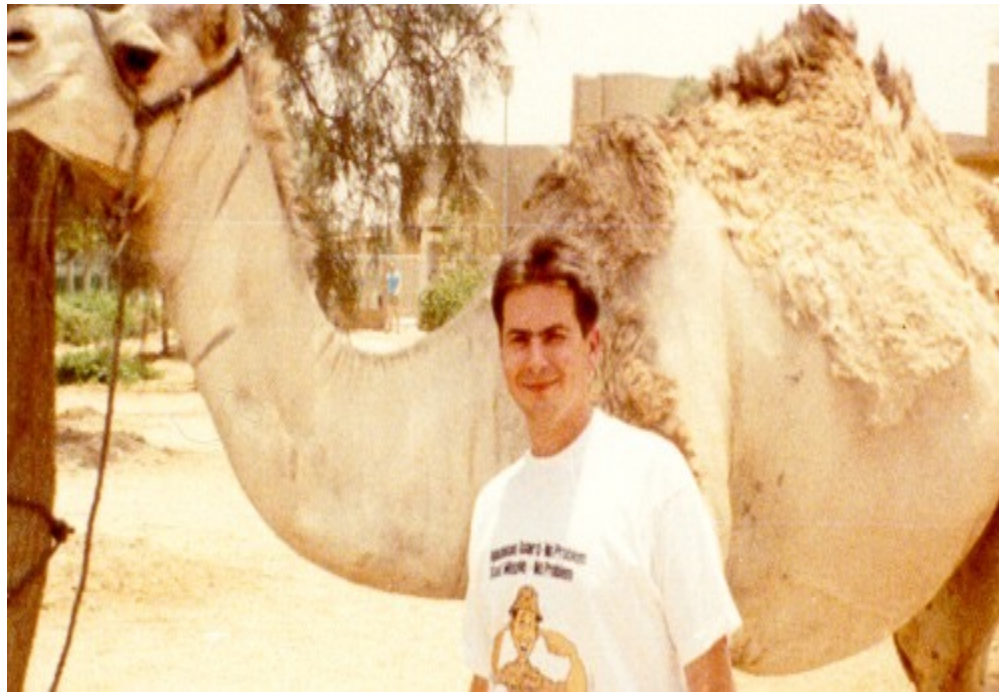
- **SOLDIER ACCEPTS HIM/HERSELF AS MEMBER OF THE TEAM W/NEW ROLES & RESPONSIBILITIES**
- **SOLDIER DEVELOPS TRUST**
- **FEAR/DISTRUST DISAPPEAR**
- **SOLDIER PASSES INFORMATION RAPIDLY TO HELP OTHERS ADJUST TO NEW SITUATIONS**
- **SOLDIERS BECOME DEPENDENT ON EACH OTHER**



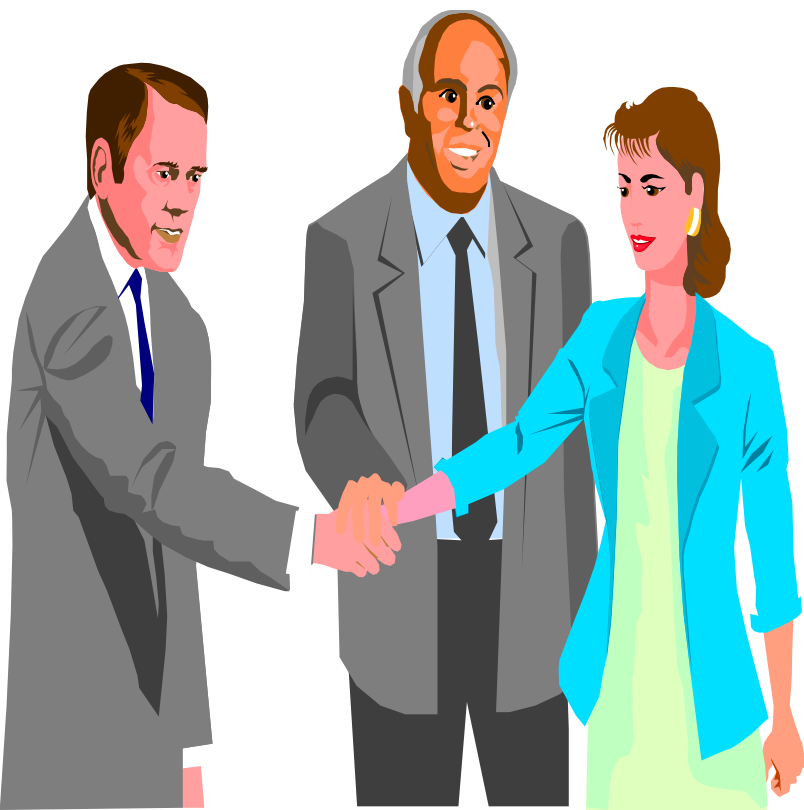
**TRAIN AS A UNIT: THE ONLY
WAY TO DEVELOP COHESIVE
TEAMWORK IS TO DO THINGS
TOGETHER.**



A MODERN EXAMPLE OF THE IMPORTANCE OF UNIT COHESION IS THE U.S. TROOP DEPLOYMENT TO THE SAUDI ARABIAN PENINSULA. THE PRESSURES OF DISTANCE, UNCERTAINTY OVER THE USE OF CHEMICAL WEAPONS, AND HARSH CONDITIONS, REINFORCED THE IMPORTANCE OF COHESIVE SOLDIER TEAMS/UNITS.



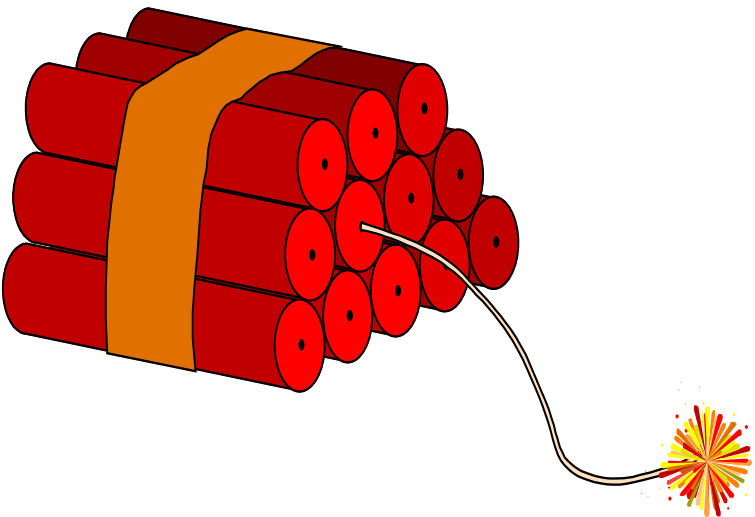
UNIT COHESION ON THE CIVILIAN “SIDE OF THE HOUSE”



**TRANSLATING FM 22-100
INTO COHESION IN THE
WORKPLACE**

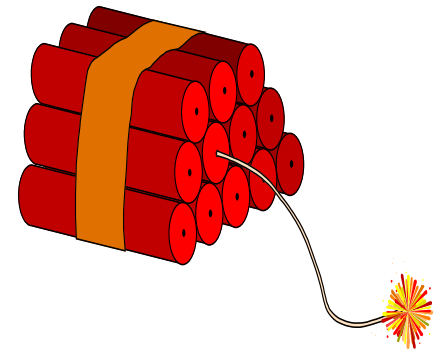
GUNPOWDER PHRASES IN THE OFFICE:

- **“Make it happen now.”**
- **“I don’t care how you get it done, just do it!”**
- **“I don’t get mad...I get even.”**
- **“I don’t like surprises.”**
- **“My door is always open.”**



***GUNPOWDER* PHRASES IN THE OFFICE:**

- “Be sure to keep me informed.”
- “Just give me the bottom line.”
- “We can’t handle any new initiatives this year.”
- “If it ain’t broke, don’t fix it.”
- “My mind is closed on that issue.”
- “Let’s agonize over this issue.”
- “There is no way a woman (black, Latino, unmarried person, etc.) will get that job.”
- “This organization was in bad shape until eighteen (twelve, twenty-four) months ago.”



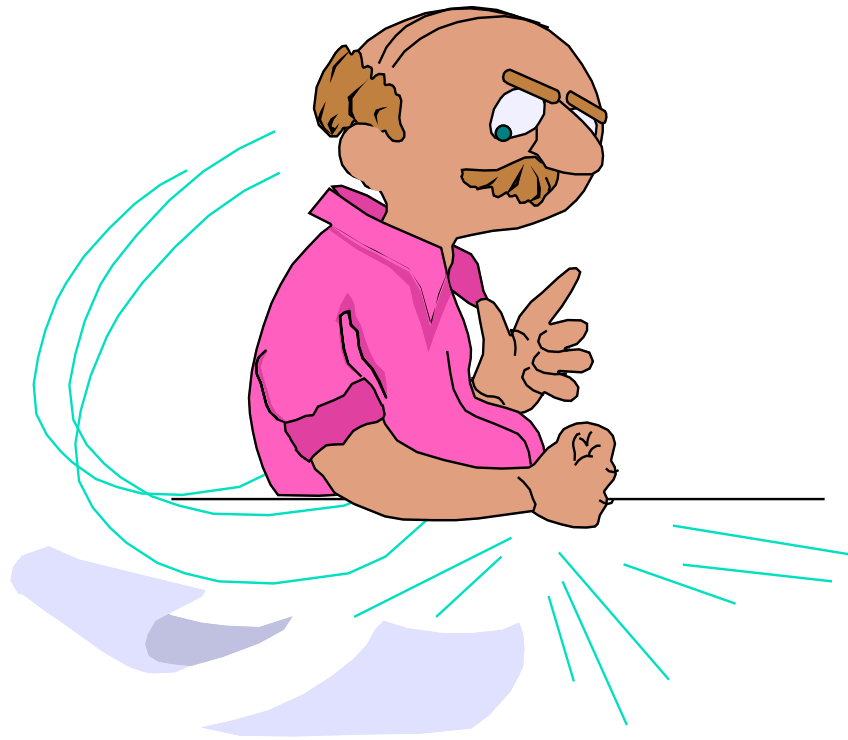
CYNICAL EXPRESSIONS THAT MAY TELL A LOT ABOUT ORGANIZATIONAL CLIMATE & COHESION

- “When is the ten o’clock meeting going to begin?”
- “When is the boss going on his next leave?”
- “It sure is hard to get on the boss’s calendar.”
- “Does the boss ever sleep?” or “Does the boss ever go home?”
- “Who was the last guy the boss talked to?”
- “I wish I knew what the policy was around here.”

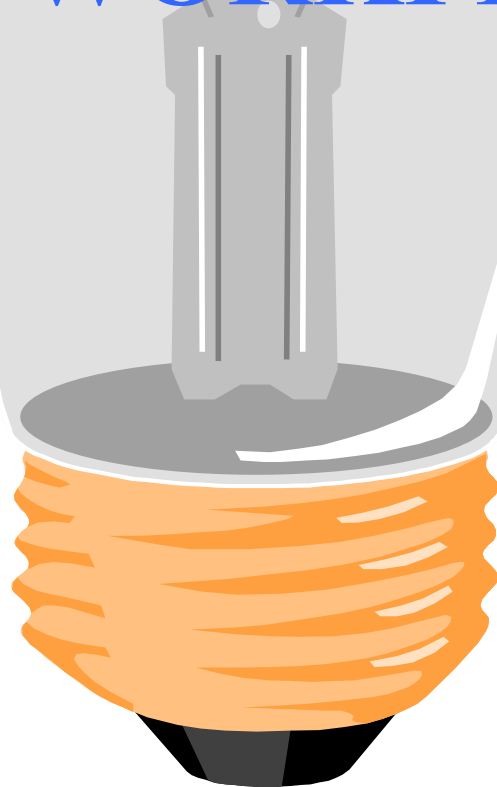


MORE CYNICAL EXPRESSIONS:

- **“I sure wish I knew how I stood around here.”**
- **“The rats are deserting the sinking ship.”**
- **“I wonder when that ‘always-open door’ ever opens.”**



**BFOs: *BLAZING FLASHES OF
THE OBVIOUS* THAT BUILD
COHESION/COMRADSHIP IN
THE WORKPLACE**



- 1. Keep your ego under tight control, and don't forget to check it at the door.**
- 2. Develop mental toughness.**
- 3. Be magnanimous.**
- 4. Squint with your ears.**
- 5. Share your time, talent, compassion.**
- 6. Learn from/be strengthened by failure.**

- 7. Identify, nurture, protect the innovators.**
- 8. Don't become indispensable.**
- 9. Don't let others become indispensable.**
- 10. Avoid the cowardice of silence; when it is time to speak up, do so.**
- 11. Thank people creatively and often.**
- 12. Help bosses become better leaders.**
- 13. Be proactive.**
- 14. Develop a mindset of servant leadership.**

15. Be ambitious to do, not to be.

16. Criticize up, praise down.

17. Smoke out those of low integrity.

18. Enjoy your work; don't have a furrowed brow.

19. Be a "worry buster."

20. Don't become a prisoner of your own paradigm.

SOURCES: FM 22-100

TSP: 158-I-1372: “Build a Cohesive Unit or Organization”

Rules & Tools for Leaders by MG (Ret) Perry M. Smith

PEs (Practical Exercises) & Role Play models are available with the TSP. CO2 training could be enhanced w/use of these.

Consult <http://155.217.58.58/atdls.htm> (the ADTL digital library) for the Training Support Package.

NOTE: This CO2 training was packaged for a specific/target audience: military&civilians in the workplace. Tailor it to suit your audience.

