MCRP 6-11D

Sustaining the Transformation

U.S. Marine Corps

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FOREWORD

Our Corps does two things for America: we make Marines and we win our nation's battles. Our ability to successfully accomplish the latter, of course, depends upon how well we do the former. We make Marines through a process called transformation. During this process, we change young men's and women's lives forever by imbuing them with our nation's highest ideals. Since the birth of our Corps, Marines have been forged in the crucible of our entry-level training, whether it be recruit training or Officer Candidates School. Through the years we have refined and strengthened this process in pursuit of increasingly higher standards. Those who earn the title "Marine" have been polished and honed by attentive mentoring and the application of our time-proven leadership traits and principles. Transformation does not end at the conclusion of entry-level training; it continues throughout a Marine's service—whether that service ends after a single enlistment or lasts 30 years. Marines maintain standards that are consistent with our core values of honor, courage, and commitment, and they are held accountable for maintaining the legacy of valor established by the sacrifices of those Marines who preceded them. As Marines leave our active ranks, they carry our timeless

values with them back to their civilian communities, and our nation is stronger for it. This transformation, as timeless as the Corps itself, is our legacy to America.

Our Corps' survival depends upon the transformation. Young Marines enter our Corps today with as much spirit and enthusiasm as ever in our proud history. They carry within their hearts the burning embers of zeal and devotion that were lit during their first meeting with a Marine (active, reserve, retired, or former) or during their first interview with a Marine recruiter or officer selection officer. This spirit builds during recruit training or at the Officer Candidates School, and it continues to grow during Marine combat training, infantry skills training, The Basic School, and military occupational specialty training. Cohesion is carefully fostered during each of these entry-level training experiences.

Sometimes, this burning flame of enthusiasm reaches its crescendo immediately following the entry-level training pipeline, only to dim during a Marine's service with his or her first unit. Sustaining the transformation process ensures that the flame of enthusiasm does not wane, and it allows the Corps to capitalize on our most precious asset—the individual Marine.

Our warfighting capability depends upon a lasting transformation. Every Marine must possess the intellect, skill, and solid moral foundation to fight in the increasingly chaotic battlespace of the 21st century. The operational environment of tomorrow—characterized by rapidly changing

threats across the spectrum of conflict, often in the course of a single day and within the space of three contiguous city blocks—will require our Marines to make correct decisions while under extreme duress and without their leaders present. The "three-block war" will challenge the decisiveness of our small-unit leaders, our "strategic corporals," in ways we may not yet fully appreciate. These small-unit leaders will play an essential role in ensuring the Corps succeeds in this chaotic environment. A successful and sustained transformation will ensure they are up to the task.

In order for the transformation to be successful, every Marine must take ownership of the process—it is every Marine's responsibility. It is an ongoing, dynamic process that begins with a Marine's first contact with a recruiter and continues throughout a Marine's life. Every Marine must understand: what the transformation is, the benefits that can be derived from it (for the individual Marine, for the unit, for the Corps, and, ultimately, for our nation), his or her place in it, and the multitude of ways he or she can effect the transformation.

Marine Corps Reference Publication (MCRP) 6-11D, *Sustaining the Transformation*, is designed to aid Marine leaders at all levels in their efforts to sustain the transformation process. It describes the phases of the transformation so that we can better understand the process, alerts us to obstacles that can impede the process, guides us in overcoming those obstacles, and provides us with examples of success. By using this publication, Marine leaders ensure that the efforts of our recruiters, drill instructors, troop handlers, and squad

and section leaders are sustained, and that we provide a command climate in which all Marines can succeed.

I challenge every leader in the Corps to make both a personal and a unit commitment to sustaining the transformation. Success in our ultimate mission—victory on the battlefield—depends upon our commitment. Our Corps and our nation deserve nothing less.

C. C. KRULAK
General, U.S. Marine Corps
Commandant of the Marine Corps

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To Our Readers

Changes: Readers of this publication are encouraged to submit suggestions and changes that will improve it. Recommendations may be sent directly to Commanding General, Marine Corps Combat Development Command, Doctrine Division (C 42), 3300 Russell Road, Suite 318A, Quantico, VA 22134-5021 or by fax to 703-784-2917 (DSN 278-2917) or by E-mail to **smb@doctrine div@mccdc**. Recommendations should include the following information:

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Unless otherwise stated, whenever the masculine or feminine gender is used, both men and women are included.

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Chapter 1

The Difference

"We few, we happy few, we band of brothers . . ."[1]

—Shakespeare

"The young American responds quickly and readily to the exhibition of qualities of leadership on the part of his officers. Some of these qualities are industry, energy, initiative, determination, enthusiasm, firmness, kindness, justness, self-control, unselfishness, honor, and courage."[2]

—General John A. Lejeune

Private James Smith only saw his brother Private Tommy Smith twice while they were first in the Marine Corps—once in the chow hall during grass week at boot camp, and then again following graduation. However, both Marines did well during recruit training and were proud of themselves and of each other. This pride was evident in their eyes and in the eyes of their parents, Mr. and Mrs. Smith, at graduation. The Smiths' felt both their boys looked and acted much older. After a short period of leave and some much-deserved rest, the Smith boys returned for training at the School of Infantry (SOI). During this training, they were in separate platoons. They saw one another occasionally, but only late in the day or on weekends.

Training Day 10

At a platoon meeting at the beginning of offense week, the squad leaders informed the privates of their future duty stations. James was going to 1st Battalion, X Marines. Since most of the platoon was going to the same battalion, the squad leader told them a little bit about their unit and where it was located. Private James Smith found out that 1/X was located at Camp X-Ray. He also was told that Marines from his new unit would link up with them later in the week. These Marines would observe training and do some initial counseling. That afternoon, the Smith boys crossed paths during offense "round robin" training. Tommy was told he would go to 2/X, which was located on the other coast. Both were disappointed that they were headed for opposite ends of the country, but they had known they would be separated