



# SPARTAN SENTINEL

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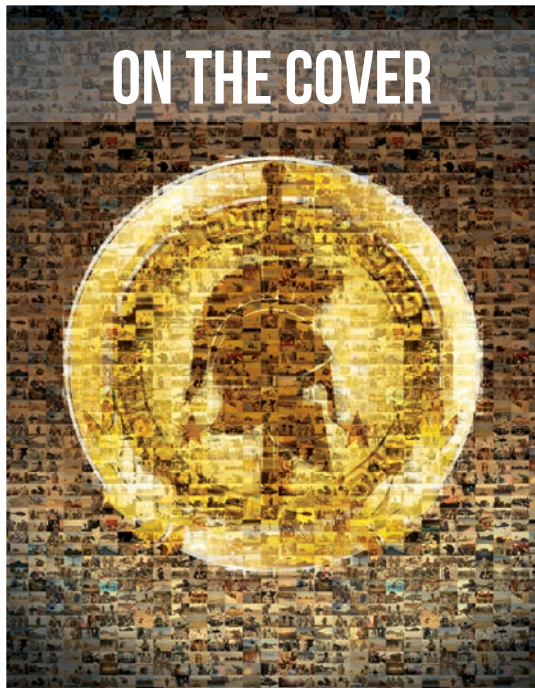
## REGIONAL PARTNER

SAFETY | SECURITY | READINESS | CAPABILITY | POWER

Task Force Spartan continues to lead US efforts to  
bolster partnerships, military might in the Middle East

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## ON THE COVER

Task Force Spartan, operating throughout U.S. Central Command's area of responsibility, increases military readiness and capability, in order to maintain regional stability and expand regional partnerships. Additionally, the task force and coalition partners conduct security operations within the region, enabling land forces to quickly build combat power through multiple mobility options in times of crisis. Soldiers assigned to Task Force Spartan work side by side with regional partners to increase cohesion, promote security and achieve mutual goals. (U.S. Army National Guard illustration by 1st Lt. Eric Jungels)

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@TFSpartan



## TASK FORCE SPARTAN

### Commanding General

Maj. Gen. Benjamin Corell

### Command Sergeant Major

Command Sgt. Maj. Joseph Hjelmstad

### Major Units

34th Red Bull Infantry Division  
3rd Armored Brigade Combat Team, 4th ID  
18th Field Artillery Brigade  
225th Engineer Brigade  
69th Air Defense Artillery Brigade  
8th Battalion, 229th Aviation Regiment  
242nd Ordnance Battalion  
158th Military Engagement Team



**34TH RED BULL INFANTRY DIVISION**

@TheRedBulls



@TheRedBulls34id



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Task Force Spartan is a unique, multi-component organization, made up of active Army and National Guard units, rounded out by U.S. Army Reserve support units.

Through Operation Spartan Shield (OSS), Task Force Spartan maintains a U.S. military posture in Southwest Asia sufficient to strengthen our defense relationships and build partner capacity.

Units supporting OSS provide capabilities such as aviation, logistics, force protection and information management, and facilitate theater security cooperation activities such as key leader engagements, joint exercises, conferences, symposia and humanitarian assistance/disaster response planning.

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## A MESSAGE FROM THE DEPUTY COMMANDING GENERAL — MANEUVER

One of the most frequently discussed topics in the military is how to achieve and communicate “shared understanding.” It is one of the guiding principles of mission command for good reason. The world today is a rapidly evolving, complex place, and we are challenged to understand and describe it individually, let alone across several thousand Task Force Spartan Soldiers. Every day, task force Soldiers are exposed to challenging, rapidly changing conditions and adaptive adversaries. If we fail to create a shared understanding of the environment and mission, Soldiers and leaders may develop solutions that work against each other; one team working to achieve separate, opposing goals.

Having a shared understanding of a mission’s desired outcome is critical to overcoming the ever-present fog of war. Commanders at every level fight to understand the mission and environment, and to provide subordinates with their intent, the purpose of the operation, the key tasks, and the desired end state or mission objective. Every Soldier must be prepared to assume responsibility, maintain unity of effort, take prudent action and act resourcefully within the commander’s intent. These are the key tools we as leaders owe our staffs and subordinate units. When Soldiers understand the mission the way their commander does, they have what they need to adapt to a changing situation in the absence of direct control.

Shared understanding allows Soldiers to think, imagine and adapt to the ever-changing, complex environment and accomplish the mission. Shared understanding also facilitates decision making when the plan becomes untenable — no plan survives first contact. Rather than calling “higher” to see what to do next, Soldiers with a shared understanding can execute rapidly within the commander’s intent, and accomplish the mission.

Shared understanding requires an atmosphere of mutual trust. Deliberate, organized interaction between leaders and subordinates creates human connections, builds trust, and creates and maintains shared understanding and purpose. Collaborating up and down the chain of command helps commanders increase trust, and situational understanding, resolve potential misunderstandings and assess the progress of operations. Effective collaboration provides a forum to build trust while increasing shared understanding.

Creating shared understanding requires time and energy. It does not simply “happen” through formal or informal exchange. Clear and concise communication is key to developing shared understanding and purpose. Leaders must be able to communicate effectively in both verbal and written communication. Verbal instructions and discussion must be clear, direct and free of slang or euphemisms — military terms are the standard. Written guidance must

be clear, concise and grammatically correct.

Successful commanders understand they cannot provide guidance or direction for every contingency. The ability to communicate effectively facilitates Soldiers and leaders understanding of expectations, constraints, and — above all — the purpose of the mission. We have come a long way as an organization in increasing our ability to create a shared understanding. We must continue to fight every day to refine and improve our ability to achieve this most important skill set! Shared understanding will allow us to “Attack, Attack, Attack!” together, at the right time, and in the right direction! 🇺🇸



**Brig. Gen. Michael Wickman**

**Deputy Commanding General**  
Task Force Spartan







# DEVELOPING TACTICAL PROFICIENCY

**K**uwait Special Forces soldiers, armed with automatic weapons, quickly navigate four tactical vehicles through the compound and come to a screeching halt at strategic locations in the vicinity of their objective. Immediately, the soldiers dismount their vehicles, secure the area and wait for the Special Weapons and Tactics (SWAT) team, which is not far behind.

Soldiers of Task Force Spartan gathered at the Kuwait Special Forces Training Center with counterparts from the Kuwait Ministry of Interior and Kuwait National Guard on May 2, 2019, for Al Watan One, a joint terrorism and weapons of mass destruction (WMD) exercise.

**Task Force Spartan Soldiers partner with Kuwaiti counterparts for terrorism and WMD response exercise**

**By Sgt. Bill Boecker**  
34th Red Bull Infantry Division







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Al Watan One was crafted to build a shared understanding of procedures employed by Kuwait civil authorities and U.S. forces when reacting to natural and manmade disasters, said U.S. Army Lt. Col. Charles Moore, chief of civil affairs for Task Force Spartan and the Minnesota National Guard's 34th Red Bull Infantry Division.

Just as special forces soldiers moved in, the Kuwait SWAT team rolled into the compound, dismounted and organized along an exterior building wall in a tactical, breaching formation. Once given the signal, the SWAT team methodically swept through the building room by room, where they found terrorists, a chemical lab and WMDs.

With the perimeter and scene secure, Kuwait Special Forces delivered instructions to the suspected terrorists via a vehicle mounted loud speaker and detained them on the spot. With the terrorist threat mitigated, Kuwait and U.S. explosive

A U.S. Army Soldier from the 744th Explosive Ordnance Disposal Company dons a bomb suit May 2, 2019, during Al Watan One, a bilateral terrorism and weapons of mass destruction exercise at the Kuwait Special Forces Training Center. (Opposite page, top right) A member of Kuwait's chemical, biological, radiological, and nuclear experts decontaminates his chemical suit before removing it during the exercise, which include simulated terrorist, explosive ordnance, and chemical situations. (Opposite page, middle) U.S. and Kuwaiti forces convened for Al Watan One, an exercise designed to give personnel from both nations a chance to build and share best practices in reacting to natural and man-made disaster. (U.S. Army National Guard photos by Sgt. Bill Boecker)



**...they are rightfully proud of their capabilities to manage a crisis, and wanted to show us how well they respond to emergencies.**

**Lt. Col. Charles Moore**  
Chief of Civil Affairs, Task Force Spartan



ordnance disposal (EOD) teams moved in to disarm the WMDs.

"We wanted to gain a greater understanding of how Kuwait's emergency response reacts to a terrorist situation," said Moore. "They enjoy working with U.S. Forces, exchanging knowledge with us; and also, they are rightfully proud of their capabilities to manage a crisis, and wanted to show us how well they respond to emergencies."

EOD experts of Task Force Spartan's 744th EOD Company and the Kuwait Ministry of Interior (KMOI) EOD entered the building wearing heavy bomb suits. They got to work disarming and destroying two explosive devices found by the SWAT team. After careful

examination of each device, the first ordnance was successfully x-rayed, moved and disarmed, while the other was rigged for remote detonation.

Following a countdown and controlled detonation, the building was cleared by EOD technicians who gave the thumbs-up for the final phase of the exercise to begin.

Al Watan One was crafted following a subject matter expert exchange at the KMOI's Civil Defense Headquarters, where service members and civilians from 18 different organizations throughout Kuwait convened, Moore said. Realistic conditions were set for the exercise, with everything from the simulated terrorists to the staged chemical lab.

Chemical teams from the KMOI, Kuwait National Guard and Task Force Spartan arrived on the scene in full chemical protective gear, armed with radiation and chemical detectors. Following an opportunity to learn more about each other's standard operating procedures, the U.S. and Kuwaiti teams were able to systematically detect and react to chemical and radiation levels throughout the building.

"Our counterparts showed that they enjoy working with U.S. forces and we were able to reciprocate that feeling," said Moore. "We were all proud of the capabilities that were showcased on how to manage a crisis, and it showed us just how well both Kuwait and the U.S. are equipped to respond to emergencies."





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U.S. Navy Master at Arms 3rd Class Mitchell Valezquez, a dog handler for the Directorate of Emergency Services K-9 unit, sweeps the perimeter with Bojar, an explosive sniffing dog, during an exercise on Udairi Range, Kuwait, on May 29th, 2019. Valezquez and Bojar took part in an air assault movement supported by the Kentucky National Guard's B. Company, 2nd (Assault Helicopter) Battalion, 147th Aviation Regiment. The assault helicopter battalion is deployed to the Middle East to provide U.S. Army aviation capacity to Task Force Spartan. (U.S. Army National Guard photo by Sgt. Bill Boecker)





Sgt. Kalea Swenson, paralegal for the 34th Red Bull Infantry Division, receives a steak during a Serving Our Troops event May 25, 2019, on Camp Arifjan in Kuwait. More than 40 volunteers from Minnesota flew halfway around the world to serve a steak dinner to division Soldiers and other service members deployed to Camp Arifjan. At the same time, the Twin Cities-based Serving Our Troops organization served a steak dinner to family members and friends of the Red Bulls back home at the Saint Paul RiverCentre in St. Paul, Minnesota. As Soldiers and their families enjoyed steaks donated by a number of Twin Cities restaurants, a live-video feed connected the two sites, giving troops and their loved ones the opportunity to enjoy dinner together. During the Memorial Day weekend event, Serving Our Troops, which has been supporting military members and their families for 15 years, served its 100,000th steak. (U.S. Army National Guard photo by Sgt. Bill Boecker)





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A member of the Kuwait Ministry of Interior's Special Weapons and Tactics team uses the corner of a building for cover while pulling security May 2, 2019, during a joint exercise with a simulated terrorist, explosive ordnance, and chemical situation at the Kuwait Special Forces Training Center. The exercise, which included Kuwait civil authorities and U.S. forces was crafted to build a shared understanding of procedures while reacting to natural and man-made disasters. (U.S. Army National Guard photo by Sgt. Bill Boecker)





Soldiers of the 34th Red Bull Infantry Division conduct wash-rack operations June 13, 2019, at Camp Arifjan in Kuwait. Operations included cleaning and preparing the division's equipment for a U.S. Customs Service inspection. Red Bulls have been utilizing the post's pressure washers to clean vehicles and heavy equipment by removing dirt, sand, chemicals, and other contaminants to prevent corrosion and extend the equipments' lifespan. Wash-rack operations come as the Red Bulls are winding down a deployment to the Middle East, where they are providing command and control of U.S. Central Command's Task Force Spartan. (U.S. Army National Guard photo by Sgt. Bill Boecker)

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SNAPSHOTS

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Soldiers of the Wisconsin National Guard's B. Company, 2nd Battalion, 127th Infantry Regiment, conduct an air assault May 29, 2019, at Udairi Range near Camp Beuhring, Kuwait. The infantrymen are completing final training events in preparation for their deployment to Afghanistan. Aviation support was provided by the Kentucky National Guard's B. Company, 2nd (Assault Helicopter) Battalion, 147th Aviation Regiment. Air assault is the movement of ground forces by vertical lift aircraft to infiltrate, seize and hold key terrain, often behind enemy lines. The assault helicopter battalion is deployed to the Middle East to provide U.S. Army aviation capacity to Task Force Spartan, which exists to increase military readiness and capability, in order to maintain regional stability and expand regional partnerships. (U.S. Army National Guard photo by 1st Lt. Eric Jungels)







Sgt. Sean Armstrong, a team leader for the Wisconsin National Guard's B. Company, 2nd Battalion, 127th Infantry Regiment, pulls security May 29, 2019, at Udairi Range near Camp Beuhring, Kuwait. Armstrong and his fellow infantrymen, including Spc. Parker Hernandez and Spc. Augustin Blob to Armstrong's left, took part in air assault training supported by the Kentucky National Guard's B. Company, 2nd (Assault Helicopter) Battalion, 147th Aviation Regiment, which is deployed to the Middle East to provide U.S. Army aviation capabilities to Task Force Spartan. (U.S. Army National Guard photo by 1st Lt. Eric Jungels)







A soldier with the Kazakhstani Ground Forces briefs from a map at Chilekemer Training Area near Almaty, Kazakhstan, June 21, 2019, during training in battalion-level Military Decision Making Process as part of exercise Steppe Eagle 19. Steppe Eagle 19 is an annual U.S. Army Central-led exercise that promotes regional stability and interoperability in the Central and South Asia region. (U.S. Army photo by Maj. Kevin Sandell)



A Kazakh soldier looks in the direction of a crowd of role players while participating in preliminary riot-control training June 20 during Exercise Steppe Eagle 19 at Chilikemer Training Area in Kazakhstan. Service members from Kazakhstan, United Kingdom, the U.S., Tajikistan and Kyrgyzstan come together to train in various tactical techniques and procedures to enhance coalition interoperability and operational readiness, promote regional access and security, and improve military cooperation.(U.S. Army photo by Staff Sgt. Adrian Borunda)

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SNAPSHOTS

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# POWER & PARTNERSHIPS

## STEPPE EAGLE 19 OPENING CEREMONY DEMONSTRATES STRENGTH OF RELATIONSHIPS, MILITARIES



By Maj. Kevin Sandell  
U.S. Army Central

ILLISKY TRAINING AREA, Kazakhstan – As a Kazakhstani brass marching band played the national anthems of each nation in attendance, Soldiers representing six nations kicked off exercise Steppe Eagle 19 during an opening ceremony, June 17, to highlight the exercise’s role in promoting stability in the Central and South Asia region.

The U.S. Army Central-led exercise, which lasts 12-days, improves mutual understanding and interoperability among all participating nations, and helps promote regional stability in this vital area of the world. The annual, multilateral exercise also highlights the steady improvements by the Kazakhstani Ground Forces as a recognized member of the international security community.

At the ceremony’s opening, U.S. Army Lt. Col. Dan Horst, the Officer-in-Charge of the United States’ contingent to Steppe Eagle 19 and a Civil Affairs officer with U.S. Army Central, said the exercise recognizes Kazakhstan’s growing role in stabilizing Central Asia.

“We have seen the remarkable achievement of [Kazakhstan’s] involvement in various United Nations’ peacekeeping missions for several years, along with other coalition missions,” Horst said. “...We hope to contribute to their continued success with this exercise, in addition to sharing and learning important lessons and techniques from each other.”

Horst said the United States military remains committed to its Kazakhstani military partners and the rest of Central Asia to support the U.S. ambassador’s integrated country strategy as Kazakhstan continues to be an important member of the international community.

Along with the United States, the United Kingdom, Tajikistan, and Kyrgyzstan sent participants to Steppe Eagle 19, and Turkey and Uzbekistan also sent observers. The exercise refines peacekeeping operations and Peace Support Operations tactics, techniques and procedures at the platoon to brigade levels, and serves to train both U.S. and Kazakhstani Ground Forces.

Soldiers with the Arizona Army National Guard’s 1st Battalion, 158th Infantry Regiment, will train alongside members of the Kazakhstani Ground Force’s Peacekeeping Battalion in the Military Decision Making Process, checkpoints and convoy operations, counter-Improvised Explosive Device, public order, medical support, and civil-military operations, and culminates with a weeklong Field Training Exercise at the Peacekeeping Operations Training Center in nearby Chilikemer.

During the opening ceremony, the national flag of each participating nation was ceremoniously raised on a flagpole by a member its military, followed by a pass-and-review march

**“OUR RESPECTIVE FORCES ARE RESPONSIBLE FOR MAINTAINING THE UPPER HAND TO DEFEND OUR NATIONS AND PROTECT CITIZENS.”**

**Capt. Ken Lorang, U.S. Army Central**



A group of Kazakhstani soldiers sits atop a Kazakhstani military vehicle before the start of a concert that occurred after the opening ceremony for Steppe Eagle 19, June 17, 2019, at Illisky Training Area near Almaty, Kazakhstan. Steppe Eagle 19 is an annual U.S. Army Central-led exercise that promotes regional stability and interoperability in the Central and South Asia region. (U.S. Army photo by Maj. Kevin Sandell)

in front of the parade field’s podium. From the podium, the six participating nations’ contingent leads proudly saluted as the nearly 400 multinational Soldiers marched by. Kazakhstani Gen. Maj. Abubakirov, commander of the Kazakhstani Air Assault Forces and the ceremony’s presiding officer, remarked that Steppe Eagle 19’s purpose is developing a common language and understanding among all participating nations.

“Our values and ideology are developed during the exercises,” Abubakirov said through a translator. “When we train together with our partners and allies, we not only exchange our military experience, but also our cultural knowledge, and thereby we better our understanding of one another.”

The Kazakhstani general also emphasized the Kazakhstani Ground Force’s increasing role in peacekeeping and stability operations throughout the world. For example, the Republic of Kazakhstan recently became a contributing member of the U.N. Interim Force in Lebanon (UNIFIL) for the first time by sending a 120-person peacekeeping contingent as part of the Indian battalion. Lebanon is also in the 20-nation U.S. Central Command area of responsibility that has had long-standing border security and humanitarian challenges spurred by conflict with and from neighboring countries Israel and Syria.

“In Lebanon, our service members are demonstrating their

professional skills in peacekeeping, thanks to the experience we gained during the joint exercises of Steppe Eagle,” Abubakirov said.

For U.S. Army Capt. Ken Lorang, USARCENT’s Country Desk Officer for Kazakhstan in the command’s G5 Security Cooperation Division, Steppe Eagle 19 and other military-to-military engagements improve the overall effectiveness of coalition partners when working in unfamiliar environments, while also enhancing interoperability.

“Our respective forces are responsible for maintaining the upper hand to defend our nations and protect citizens,” Lorang said. “Military engagements - whether it is bilateral engagements, key leader engagements, or exercises - are ideal ways to prepare our forces to operate together with our strategic partners when needed.”

Under the National Guard’s State Partnership Program, U.S. states are paired with foreign nations to create security cooperation relationships and build partner capacity. Arizona is the state partner with Kazakhstan, and both have enjoyed a 25-year partnership as one of the original 13 State Partnership Programs that were established in 1993.

A closing ceremony for Steppe Eagle 19 is scheduled for June 27 at Illisky Training Area. 🇰🇿





# RED BULLS

## DEMONSTRATE RAPID, BATTLEFIELD MOVEMENT

By Spc. Samantha Petersen  
34th Red Bull Infantry Division



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Equipment transported from Kuwait is unloaded from a Lockheed C-130 Hercules in Jordan during a 34th Red Bull Infantry Division emergency deployment readiness exercise that occurred May 3-10, 2019. The U.S. Air Force provided transportation for division equipment and personnel, as Red Bulls demonstrated their ability to rapidly establish a tactical command post allowing the division to move quickly and maintain command and control on the battlefield. (U.S. Army National Guard photo by Spc. Samantha Petersen)

### Task Force Spartan Soldiers conduct emergency deployment readiness exercise

**T**ask Force Spartan Soldiers from the 34th Red Bull Infantry Division and 18th Field Artillery Brigade conducted an emergency deployment readiness exercise (EDRE) May 3-10, 2019 in Jordan. The exercise demonstrates the readiness of the Red Bull's ability to assume command and control of a mission from a forward deployed location.

An EDRE entails moving equipment and personnel that make up a command post as well as establishing a new area of operation. The 34th Infantry Division was able to quickly establish a tactical command post, set up communications and conduct a communications exercise with higher and subordinate units' operations, intelligence and fusion cells in an eight-day period.

During that period the 18th Field Artillery Brigade supported the mission with tactical command post contingency operations including fire missions and validating procedures. The 18th FAB fully integrated its assets into the division's tactical command post and provided the ability for the forward location to conduct long-range fires.







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The Red Bulls set up a deployable rapid assembly shelter as well as secret and non-classified internet protocol router networks in preparation for the exercise, which kicked off once all systems were operational. The Red Bulls were able to quickly establish secure connections to wider, strategic communications networks, which allow commanders to talk and share critical information on the battlefield.

Brig. Gen. Michael Wickman, deputy commanding general of maneuver for the 34th Infantry Division and Task Force Spartan, and Brig. Gen. Taher Marashdih, director of operations for the Jordan Armed Forces were also able to visit the tactical command post and observe its' operations and functionality.

The four-phase operation included planning, equipment and personnel movement to the forward location, set up and employment of the command post, and recovery operations. Training objectives included conducting operations as well as providing and maintaining communications throughout the duration of the exercise, further validating Task Force Spartan's ability to perform command and control from a remote location. 🇺🇸

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Brig. Gen. Michael Wickman, left, deputy commanding general for Task Force Spartan and the 34th Red Bull Infantry Division, and Brig. Gen. Taher Marashdih, director of operations for the Jordan Armed Forces, are briefed by Red Bull Soldiers conducting an emergency deployment readiness exercise (EDRE) May 3-10, 2019, in Jordan. the area of operation for the emergency deployment readiness exercise in Jordan on May 3- 10, 2019. Maj. Joseph Sanganoo and Maj. Christopher Metzger, operations officers for Task Force Spartan shared information with the senior leaders about the division's ability to rapidly deploy and establish a tactical command post. The EDRE gave the Red Bulls a chance to test and demonstrate their capabilities related to quickly moving and maintaining command and control on the battlefield. (U.S. Army National Guard photos by Spc. Samantha Petersen)



# SPARTAN NOTES

## HAVE A MESSAGE FOR MEMBERS OF TASK FORCE SPARTAN?

Send information you'd like considered for inclusion in the **Spartan Sentinel** to [eric.p.jungels.mil@mail.mil](mailto:eric.p.jungels.mil@mail.mil).



# E4I

ENCOURAGEMENT FOR INFLUENCERS

By Chaplain (Lt. Col.) Buddy Winn  
34th Red Bull Infantry Division



## OPSEC OPERATIONS SECURITY TASK FORCE SPARTAN

## Best Practices

**Knowledge is power, for you and the adversary. Follow these “best practices” to ensure good operations security.**

- Understand the value of the information you have and share.
- Watch what you say in public. It can be impossible to tell who is listening.
- Be suspicious of unsolicited phone calls, online requests, or emails.
- Always ask yourself: do information recipients have the “need to know?”

As always, if something seems suspicious, report it! Contact your local counterintelligence office or OPSEC officer.

**If you have any OPSEC questions or concerns, email Capt. Jodine Pfaff, Task Force Spartan OPSEC program manager, at [jodine.l.pfaff.mil@mail.mil](mailto:jodine.l.pfaff.mil@mail.mil).**

## Task Force Spartan Soldiers take third place in 2019 Best Cyber Warrior Competition

CAMP ARIFJAN, Kuwait — Soldiers of Task Force Spartan took part in the 2019 Best Cyber Warrior Competition, May 14-16 at Camp Arifjan in Kuwait.

The Spartan warriors competed against teams from the Army, Air Force, Marine Corps and Navy, as well as teams from the Kuwait Ministry of Defense, the Communication and Information Technology Regulatory Authority (CITRA) and the Kuwait National Guard.

This year's event — the fifth annual competition designed to challenge competitors in cybersecurity procedures in a deployed environment — was the first contest of its kind to have service members from outside the Army; it was also the first year to have host-nation

allies in attendance and competing. Command Sgt. Maj. Sheryl Lyon, senior enlisted advisor for Army Cyber Command, was in attendance and commented on the benefits of having Kuwaitis join the competition.

“Having the host nation being able to not only observe the competition but to participate was extremely important because it shows they want to build and to continue to increase our cooperation and our partnership,” said Lyon. “There was also a joint environment that I was very happily surprised to see with elements of every service here. That was very good to see because that team represents the way we must operate as a command.”

Lyon also spoke about the underlying

benefits of the competition itself: “Learning from each other, helping to build the team, to train the team, best practices, best security measures, those are the things we really need to work together on so that we can have the best across the world,” said Lyon. “Cybersecurity is everywhere; it is a part of daily life for everyone.”

Brig. Gen. Nikki Griffin Olive, commanding general of the 335th Signal Battalion, which hosted the event, announced the three teams who took top honors in the competition: Team 335th Signal Battalion placed first; Team Regional Cyber Center-Southwest Asia (RCC-SWA) took second place; and Team Istari from Task Force Spartan finished in third.

## NEWS BRIEF

By Spc. Ashton Koller  
U.S. Army Central

**I**n the days before modern harbors, a ship had to wait for the flood tide before it could make it to port. The term for this situation in Latin was “ob portu.” That is, a ship standing by near the port, waiting for the moment when it could ride the turn of the tide into the safety of the harbor.

The English word “opportunity” is derived from this original meaning. The captain and the crew were ready and waiting for that one moment for they knew that if they missed it, they would have to wait for another tide to come in. Shakespeare turned this background of the exact meaning of opportunity into one of his most famous passages. It's from Julius Caesar, Act 4, Scene 3:

**“There is a tide in the affairs of men, which, taken at the flood, leads on to fortune; Omitted, all the voyage of their life is bound in shallows and in miseries. On such a full sea are we now afloat; And we must take the current when it serves, or lose our ventures.”**

For Soldiers nearing the end of their Task Force Spartan rotations, you will be stepping into new opportunities. Opportunities will present themselves in crucial areas, but most commonly in your health, your finances and in your relationships. A window is opening for you to strengthen

connections with loved ones, to address challenges related to the budget and to heal following deployment. Don't hesitate to step forward with confidence and achieve your goals!

Resources are many, but the challenge remains: will you meet the tide of opportunity that takes you to the harbor of meeting your objectives? Or will you miss it, and cause a delay to the next great thing life has for you? The world outside of the operational environment is a mess. It needs your training, your experience and your passion. Take your knowledge, skills, abilities, talents, faith and confidence, and step boldly into the next season of your journey.



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# E4I

ENCOURAGEMENT FOR INFLUENCERS

**“If you are a leader, you should never forget that everyone needs encouragement. And everyone who receives it — young or old, successful or less-than-successful, unknown or famous — is changed by it.”**

– John Maxwell







# SPARTAN SENTINEL

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