

# INDIANHEAD

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Military Police and the 718th Ordnance Company, conduct comprehensive training, which replicates a real-life emergency response at Camp Humphreys, Feb. 11. The thorough cooperation between the two teams ensures an agile response, which reflects Humphreys' continued prioritization of community health and safety. (U.S. Army photo by Spc. Matthew Marcellus, U.S. Army Garrison Humphreys)



March 1st marks the Sam-Il movement, which was a protest by Korean people and students calling for independence from Japan. The cover photo on the Korean side is that of the Taegukgi (the Korean Flag) to honor those who participated in the protest and the freedom the Republic of Korea acquired thanks to them.



## PHOTO OF THE MONTH



Soldiers from 3rd Battalion, 69th Armor Regiment, practice loading and unloading procedures for the M2A1 .50 caliber heavy machine gun at Camp Casey.  
(U.S. Army photo by Sgt. Ian Vega-Cerezo, 2nd Infantry Division/ROK-U.S. Combined Division)



# Warriors on the Street

What does the "People First" policy mean to you?



**Spc. Donovan Schissel**  
13B, Cannon Crew Member / New Mexico / 1st Battalion, 41st Field Artillery Regiment

To a good Soldier, mission is important, but I appreciate the Army putting us as a priority, and I'm thankful. I think the Soldiers First policy makes us feel more responsible, whether we are on or off the mission.

(U.S. Army photo by KPfc. Choi, Seong Min)



**KPfc. Kim, Tae Ho**  
42A, Human Resources Specialist / Changwon-si, Gyeongsangnam-do / 5th Squadron, 7th Cavalry Regiment

This policy, in the long term, will help Soldiers to strengthen their loyalty towards the Army. This policy shows that the Army supports not just their personal life, but also their well-being and others'. When Soldiers need to take care of their personal life it's hard to focus on the mission. However, this will help them to figure out situations such as their emergencies, and help them get back on the mind of being a Soldier.

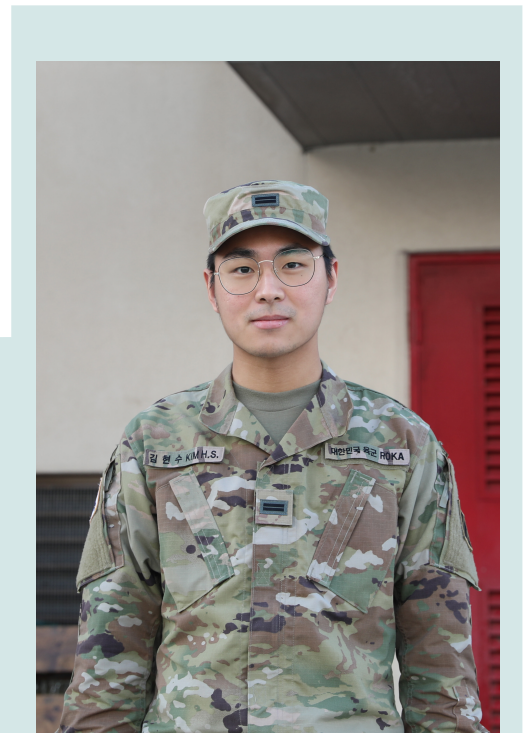
(U.S. Army photo by KPfc. Choi, Seong Min)



**Pfc. Bryan Castillo**  
42A, Human Resource Specialist / Orlando, Florida / 5th Squadron, 7th Cavalry Regiment

The Soldiers First policy makes us, being in a high-stress environment, feel like the environment is more nourishing and friendly by backing us and our family. I think it allows us to be more immersed in our job as a Soldier.

(U.S. Army photo by KPfc. Choi, Seong Min)



**KPfc. Kim, Hyun Su**  
25B, Information Technology Specialist / Gongjak-gu, Seoul / 5th Squadron, 7th Cavalry Regiment

In my opinion, the purpose of an Army is to protect the country and the people, but the Army putting our families first and not forgetting the core importance/happiness of our life makes me feel grateful to be in this wonderful group. Also, this policy helps to change civilians' view on the Army. By being close to civilians, it gives them more feeling that their protection is nearby.

(U.S. Army photo by KPfc. Choi, Seong Min)





**Pfc. Chance Cook**  
*15R Apache Attack Helicopter Repairer /  
 Greenville, South Carolina / 4th Attack  
 Battalion, 2nd Aviation Regiment*

I think the new policy will bring a better understanding of each service member and create a stronger bond and foundation between Soldiers, so we can get the job done. Also, it will give leaders a better opportunity to understand their Soldiers, to find talents and skillsets, and put them in appropriate places for better performance.

(U.S. Army photo by KPfc. Song, Ji Sung.)



**Spc. Joshua Sawyer**  
*15R Apache Attack Helicopter Repairer / Walnut  
 Grove, Georgia / 4th Attack Battalion, 2nd  
 Aviation Regiment*

I think the new policy is definitely a step in the right direction for the Army. It will get us out of the old habits that we've been attached to for so long. It's also a good way to diversify and grow, to accomplish missions given at hand. For example, it could help that Soldiers with families destress and be able to focus on the mission.

(U.S. Army photo by KPfc. Song, Ji Sung.)



**Pfc. Jacob Fonner**  
*68W, Health Care Specialist / Richmond, Virginia  
 / 1st Battalion, 41st Field Artillery Regiment*

I believe prioritizing Soldier's welfare as well as mission is practical and logical, since we need the Soldiers to be physically and mentally well to accomplish the mission properly. The Army supporting us and our family makes us more lethal and effective.

(U.S. Army photo by KPfc. Choi, Seong Min)



**KSgt. Woo, Sung Won**  
*42A, Human Resource Specialist / Seoul,  
 Republic of Korea / 1st Armored Brigade  
 Combat Team, 3rd Infantry Division*

I really love this policy. I believe the Army, by guaranteeing our individual welfare will gain more of our trust and dedication in return. Listening to our problems and distress will gradually lead to more work efficiency and morale boost.

(U.S. Army photo by KPfc. Choi, Seong Min)



# SHAWN F. CARNES

Division Command Sergeant Major



As I make my way around to see Soldiers, non-commissioned officers and officers within in our organization, I notice something common in all formations; junior NCOs are not being proactive in their self-development and problem solving. Instead, they are being reactive and are waiting to be told the answer. As I see it from my foxhole, I want everyone to be a part of the solution to help our junior NCOs become more proactive and less reactive as a leader, mentor and coach.

Proactive means seeking answers by asking questions that develop what they don't know in to what they know. Read and study to find the solution to the problem, and research educational opportunities to enhance their self development. Junior NCOs should seek out answers, development opportunities and find solutions to problems - instead of waiting on someone else for the answer or solution to a problem.

Developing proactive leaders is a two-way street between mentee and mentor. Currently, junior NCOs must trust their leaders to use positive leadership traits to eliminate the fear of retribution. Instead, create trust in junior NCOs by mentoring them when they make a

mistake or fail a task. Senior NCOs and officers are responsible for creating a culture of mentorship, communication and dialogue instead of fear and retribution. Then, and only then, will we be able to create change in our junior NCOs to be less reactive and more proactive.

Everyone in an organization has a part to build a proactive culture in the organization. If a junior NCO doesn't trust in his or her chain of command or NCO support channel, then he or she will not be proactive. I challenge each chain of command and NCO support channel to create a culture that allows subordinates to be proactive.

Being proactive will take junior NCOs on an adventure of learning and change. They will learn from reading, studying and research. That development will change our organization.



# PATRICK DEVINE

Division Chaplain



Eighty years ago this month, the 99th Pursuit Squadron was activated to train the first African American fighter pilots, who received their training at Tuskegee, Alabama. Daniel “Chappie” James was one of the famed Tuskegee Airmen and one of the first black pilots in the U.S. Army Air Corps. After heroically earning the Distinguished Flying Cross, flying over 100 combat missions in Korea and 78 missions in Vietnam, he became our first black four-star general in 1975.

In recognition of his pioneering service and considering our present conversations regarding harmful behaviors, I offer a portion of James’ remarks after he received the George Washington Freedom Medal in 1967:

“The strength of the United States of America lies in its unity. It lies in free men blessed and ordained with the rights of freedom working to provide, build, enjoy, and grow. Those who would subvert us - or any free people - try to disrupt this unity by breaking the small parts from the whole - driving in the wedges of fear and discontent. I am a Negro and, therefore, I am subject to their constant harangue. They say: ‘You, James, are a member of a minority - you are a black man.’ They say: ‘You should be disgusted with this American society - this so-called democracy.’ They say: ‘you can only progress so far in any field that you choose before somebody puts his foot on your neck for no other reason than you are black.’ They say: ‘You are a second-class citizen.’

My heritage of freedom provides my reply. To them I say: ‘I am a citizen of the United States of America. I am not a second-class citizen and no man here is unless he thinks like one, reasons like one or performs like one. This is my country and I believe in her, and I believe in her flag, and I’ll defend her, and I’ll fight for her and serve her. If she has any ills, I’ll stand by her and hold her hand until in God’s given time, through her wisdom and her consideration for the welfare of the entire nation, things are made right again.’

Today’s world situation requires strong men to stand up and be counted - no matter what their personal grievances are. Our greatest weapon is one we have always possessed - our heritage of freedom, our unity as a nation.”

We need strong men and women to stand and up and be counted as we address the harmful behaviors eroding our readiness. That means stepping up when we see sexual harassment, racism, and extremism. It also means taking time to know Soldiers, and be known by our Soldiers, so we can see and recognize when things are not as they should be. Standing united with the actions, words, and conviction modeled by James, we can be an example for the rest of our country as we remain ready to fight tonight...and win!

Second to None!



# 718th Soldiers Exercise Explosive Skills

CAMP HUMPHREYS, Republic of Korea - Soldiers of the 718th Ordnance Company, 23rd Chemical Battalion, conducted a three-day explosives disposal training exercise Feb. 10-12.

Troops identified, disarmed and disposed of a simulated improvised explosive device near a building on Camp Humphreys.

“A lot of the training that we do is internal, so it becomes a little bit more limited,” said 1st. Lt. Stephen Goetz, an explosive ordinance disposal officer and El Paso, Texas native. “By branching out and incorporating more units, we enhance the training and make it more realistic and beneficial for everyone involved.”

Soldiers identified several capability gaps and areas of improvement during the exercise. Goetz said it also strengthened his Soldiers’ capabilities to work with other units - resulting in faster response times to explosive threats.

“What we did is not necessarily our war time mission. EOD is very unique in that we have a peace time and war time mission,” said Goetz. “Here in garrison, we’re so focused on the fight-tonight mission that we sometimes lose proficiency on the basic response procedures, so we just tap on it and make sure we stay focused.”

Story by  
Sgt. Ian Vega-Cerezo  
2nd Infantry Division /  
ROK-US Combined Division







(All photos) Military Police and the 718th Ordnance Company, conduct comprehensive training which replicates a real-life emergency response at Camp Humphreys, Feb. 11. The thorough cooperation between the two teams ensures an agile response, which reflects Humphreys' continued prioritization of community health and safety. (U.S. Army photo by Spc. Matthew Marcellus, U.S. Army Garrison Humphreys)





# Sky's the Limit

On June 4, 1974, then 2nd Lt. Sally D. Murphy became the first female U.S. Army helicopter pilot to graduate from flight school and receive her wings, paving the way for countless women to join the ranks of aviation.

As we approach the 37th anniversary of women in Army aviation, we look back and see how far they have come. From Murphy being the Army's first female aviator to women flying in combat operations since 1989, women's roles in aviation have only continued to grow over the years.

Aviation was not the first choice for Capt. Abigail Blount, an AH-64 Apache pilot with 602nd Aviation Support Battalion, 2nd Combat Aviation Brigade, but becoming a pilot quickly became her mission.

"When I initially joined ROTC, I wanted to pursue a path in the infantry," said Blount. "I was told I could not serve in the infantry, so I asked if there were any other combat options for females and that is when I first learned of the AH-64D Apache. I was immediately determined to become an Apache pilot."

For Capt. Holly Sovine, commander for Alpha Company, 2nd Battalion (Assault), 2nd Aviation Regiment, joining

the military and being a UH-60M Black Hawk pilot was in her blood.

"I joined the Army in February 2011," said Sovine. "The Army served as a means for me to attend college while also serving my country and fulfilling a higher calling. My father was also a UH-60 pilot, so it is incredibly rewarding and satisfying to share this profession with him."

Even with the inclusion of women in the Army aviation branch, women make up less than 15 percent of its force. Since commissioning in May of 2014, Blount has rarely encountered other female pilots, let alone higher echelon commanders.

"When I joined the Army, I had never met a female pilot," said Blount. "When I asked, I was told there weren't that many. Often, when I fly with pilots, they will tell me it's their first flight with a female. It took five years for me to meet a female lieutenant colonel, and I have yet to meet a female chief warrant officer four."

Although the number of female aviators seems slow-moving, Sovine says that this change is moving in



Capt. Holly Sovine, commander for Alpha Company, 2nd Battalion (Assault), 2nd Aviation Regiment discusses air assault training during an exercise Dec. 4 in the Republic of Korea. (U.S. Army photo by Sgt. Tiffany Mitchell, 2nd Combat Aviation Brigade)



the right direction.

“Army aviation has become more accessible to women as well as to individuals from all walks of life,” said Sovine. “I feel that we are rapidly becoming a more inclusive organization and aviators are paving the way ahead.”

Sovine describes her experience being both a pilot and a commander as rewarding.

“Even as a new company commander, I feel that command has already been one of the more rewarding duty positions I’ve held during my service,” said Sovine. “I am hopeful and excited to be able to be part of something larger than myself and also being able to positively and directly impact the lives of those around me.”

“Aviation is always a learning environment,” said Blount. “Whether it’s a junior enlisted maintainer, an experienced operations noncommissioned officer, a new pilot, or a chief warrant officer five instructor pilot, there is always something you can learn from each other. I love being surrounded by professionals who take pride in their work, and I have met so many of them within this branch.

Blount has some advice for new females coming in to Aviation that she said she would’ve liked to have when she first entered the field.

“All soldiers are required to maintain certain standards, but beyond that, what is most important is that you are passionate about your work, dedicated to self-improvement, and humble through failures,” said Blount. “Be eager to learn, easy to teach, willing to help wherever you are needed, and confident that you have earned your place alongside your male peers. You will make mistakes, you will be wrong, you will struggle, just like your male peers. What makes a good pilot, Soldier, leader, or professional, is resiliency, persistence, and humility. If you are afraid to fail, you will never push yourself to achieve what you’re truly capable of doing.”

Story by  
Sgt. Tiffany Mitchell  
2nd Combat Aviation Brigade



Capt. Abigail Blount, an AH-64 Apache helicopter pilot with 602nd Aviation Support Battalion prepares for a flight on Camp Humphreys. (Courtesy photo of Capt. Blount)



Capt. Blount (left) poses for a photo with another female aviator from the 82nd Airborne Division while stationed at Fort Bragg, North Carolina. (Courtesy photo of Capt. Blount)



# 210th Field Artillery Brigade Hosts Strength and Diversity Event

“Are black people naturally better at some things than white people? Do most women really face discrimination every day in the military?” These were some of the tough questions asked the afternoon of Feb. 16 at 210th Field Artillery “Thunder” Brigade’s first “Strength in Diversity” round table event at Camp Casey. The purpose of the event was to let Soldiers from multiple backgrounds come together and have a respectful dialogue about social issues that many Soldiers want to discuss, but may not know how.

According to the brigade’s executive officer, Maj. Justin Willis, “Silence is where division grows. Here, everybody has a voice. Strength in Diversity events are for empowering our Soldiers to use that voice in a safe environment. It’s where we can open a dialogue, have tough conversations and ultimately understand each other.”

The round-robin event consisted of eight stations over four hours and was broken up in to two-hour blocks. Each station covered a different topic, facilitated by Thunder’s Strength

in Diversity council members.

“Each table’s topics tied in to the other tables and I think it really opened people’s minds to things they may have not noticed or thought about. The event went really well,” said Staff Sgt. Shartasia Warren, a supply specialist from 579th Forward Support Company, 1st Battalion, 38th Field Artillery Regiment.

Thunder’s Strength in Diversity Council is part of a broader Army initiative aimed at creating a safe, inclusive and vigilant environment free of racial discrimination and bigotry. The brigade hosts Strength in Diversity events quarterly; the next event is May 13 at Soldiers’ Field from noon to 4p.m. Soldiers interested in attending should follow the 210th Field Artillery Brigade’s Facebook page for more information or contact their battalion representative.

Story by  
Capt. Gary Grantham  
210th Field Artillery Brigade







Cpl. Tres Boyer (2nd from right) leads a discussion with 210th Field Artillery Brigade troops on the difficulties of communication as a junior noncommissioned officer and Soldier. Individuals from diverse ethnic and social backgrounds cycled through Cpl. Boyer's table as part of the Strength in Diversity event to share their thoughts and experiences. (U.S. Army photo by KCpl Jeon, Woo Sang, 210th Field Artillery Brigade)



210th Field Artillery Brigade's Strength in Diversity Council consists of troops of various ranks and backgrounds. The Soldiers and officers (above) are among the founding members. Top Row: Maj. Justin Willis, Pfc. Paige Jordan, 2nd Lt. Tanner Gossett, 2nd Lt. Shade Bullock, Capt. Gary Grantham and Staff Sgt. Elijah Johnson. Bottom Row: Capt. Amanda Donatelli, Cpl. Tres Boyer, Staff Sgt. Shartasia Warren and 1st Lt. Kayla Matute. (U.S. Army photo by KCpl. Jeon, Woo Sang, 210th Field Artillery Brigade)



# Raiders First For a Reason



Sgt. Julie Broadway, from the 1st Battalion, 41st Field Artillery Regiment, poses for a photo inside her M109A6 Paladin at the Rodriguez Live Fire Range Complex in the Republic of Korea, Mar. 9. Broadway is the female section chief and says, "To all the females in my MOS (military occupational specialty) and who want to be a section chief, just keep putting in the hard work and don't let anything bring you down, even on days when you feel like it's a struggle." (U.S. Army photo by Spc. William Griffen, 1st Armored Brigade Combat Team)

CAMP HOVEY, Republic of Korea - Raider Brigade, 1st Armored Brigade Combat Team, 3rd Infantry Division, is known for many firsts. They were the first unit in the U.S. Army to field the Army's Joint Light Tactical Vehicle, and they were the first armored brigade combat team to commence gunnery training under COVID-19 conditions. Now, the brigade is among the first to have women scout and armor platoon leaders.

2nd Lt. Sarah Washa is the first female scout platoon leader for 5th Squadron, 7th Cavalry Regiment. She said she assesses the value of the training her platoon conducts in order to ensure everything is done to standard.

"There's always going to be comments about being female and questions about whether or not you can accomplish the same things as the guys. But oddly enough, I'm super thankful for it. For as many people who have those opinions, there are twice as many people who

know we can do it," said Washa. "I'm fortunate to have the NCOs (noncommissioned officers) and Soldiers that I do because they trust me and I know I'm able to trust them."

Although there may have been those who doubted her along the way, Washa said the key is determination.

"Just keep doing it! There were male leaders along the way who doubted me and doubted that females could do it. But there's always someone out there who knows you can do it," said Washa. "There are females accomplishing all these amazing things, so there's nothing stopping you anymore. The door's open, and we aren't going anywhere!"

Washa works with another great leader in her unit, 1st Lt. Bethany Stuhlman, the first female tank platoon leader in 5th Squadron. Washa said Stuhlman helped set her up for success.





2nd Lt. Sarah Washa, from the 5th Squadron, 7th Cavalry Regiment, poses for a photo in front of her troop headquarters on Camp Hovey in the Republic of Korea, Mar. 3. Washa is the first female scout platoon leader in her squadron and encourages female Soldiers by saying, "There's females accomplishing all these amazing things, so there's nothing stopping you anymore; the door's open and we aren't going anywhere." (U.S. Army photo by Spc. William Griffen, 1st Armored Brigade Combat Team)

"Being the first female tank platoon leader was challenging at times, but very rewarding too," said Stuhlman. "I've had a lot of NCOs and Soldiers who helped me to get to where I am and be successful. I love my job, both when I was a platoon leader in a tank company and now."

Stuhlman served as the squadron's first female tank platoon leader for Darkhorse Troop, as well as their executive officer. She now serves as a distribution platoon leader in Diesel Troop.

"When I was shooting the tank, that was obviously a great thing to do, but still with my current role, I love working with Soldiers," said Stuhlman. "Every day they make it fun and different, and working with all different types of people is what makes everyday fun."

Sgt. Julie Broadway is currently the first female field artillery section chief for 1st Battalion, 41st Field Artillery Regiment. Although small in stature, she is known to be large in heart and spirit - someone who does not let anything stand in her way.

"To be a 13 Bravo (Cannon Crewmember) and a section chief takes a lot of hard work, dedication

and attention to your job," said Broadway. "To all the females in my MOS (military occupational specialty) who want to be a section chief, just keep putting in the hard work and don't let anything bring you down, even on days when you feel like it's a struggle."

These are just a few of the women who have had vital roles in the Raider Brigade and add diversity to the mission and organization.

Story by  
Staff Sgt. Daniel Guerrero /  
Spc. William Griffen  
1st Armored Brigade Combat Team



## Photo Collage









# Leaders Reflect on Women's History

CAMP HUMPHREYS, Republic of Korea - Women's History Month has been celebrated every year since 1987 when Congress passed Public Law 100-9, and this March is no different.

Women helped shape society through hard work and dedication that oftentimes went unappreciated and unnoticed, but not this time. For example, during the First World War women served as nurses for Soldiers. It wasn't until 1948 that women were integrated in to the regular Army.

"You work with a lot of male Soldiers so it's almost like you have to outdo yourself just to be seen," said Command Sgt. Maj. Marilyn Foster, Special Troops Battalion.

Women's History Month means something different for everyone. Leaders from the 2nd Infantry Division Sustainment Brigade shared

their thoughts on what it means to them.

"What comes to mind most when I think of Women's History Month is women of change, women of boldness and women of courage who stepped out of societal norms to break barriers for the future," said Capt. Akhtar Barcliff, 23rd Chemical Battalion.

There are a plethora of women who have set the standard by blazing a trail on the battlefield as Soldiers, as pilots, as commanding officers and as upstanding citizens.

Women are intertwined within the history of the military and Barcliff recognizes the effects of being a woman serving in the Army and what it's like to be in a leader's position.

"In my formation, in my unit, and in this installation I see women doing great things all the time and it's not because they're female, but



Capt. Ahktar Barcliff assumes command of 501st Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) company Dec. 21, at the Sitman gym, Camp Humphreys. Barcliff gave an acceptance of command speech during a change of command ceremony. (U.S. Army photo by Sgt. Darryl Briggs, 2nd Infantry Division Sustainment Brigade)



because they're Soldiers who are good at their jobs," said Barcliff. "It's true that they have to prove themselves, initially, but we see a lot of times that women push themselves beyond that performance to say, 'Hey I can do that!' I can do this job and I can do it much better than my peers and my counterparts."

Over the years, women have faced various challenges including inequality, discrimination, patriarchy, and lack of respect from peers and co-workers, but that has not stopped women from continuing to fight for opportunities to make a difference throughout history.

"There have been a lot of women who have made significant impacts on the world in all walks of life from science, economic, politics, and in the military as well," said 2nd Lt. Kate-

lyn Wingler, 581st Quartermaster company.

Wingler believes that the history of women in leadership has created positive impacts though recommending change and by influencing the world around us and society in general.

Story by  
Sgt. Darryl Briggs  
2nd Infantry Division Sustainment Brigade



Soldiers of the Special Troops Battalion, 2nd Infantry Division Sustainment Brigade, pose for a picture for Women's History Month, Mar. 15, at Rodriguez Live Fire Range Complex. Command Sgt. Maj. Marilyn Foster (middle) and 2nd Lt. Katelyn Wingler (far right) and other female Soldiers posed for the picture after conducting live fire qualification training. (U.S. Army photo by Staff Sgt. Kevin Peacock)



## Intro to Korean Cinema

# Minari

The movie *Minari*, written and directed by Lee Isaac Chung, is a Korean-American film that takes place in the 1980s. *Minari* takes its title from the name of an Asian herb known for its hardiness and ability to grow seemingly anywhere. The movie is about the Yi family - a Korean immigrant family who moves to an Arkansas farm during the Reagan years in search of their own American dream. Like the minari plant, the Yi family will survive anywhere they go.

The Yi family arrives in the Ozarks from California, and the farm's dark soil thrills the father, Jacob, who plans to grow Korean vegetables to sell in the city. He is optimistic about the life ahead. In contrast, his wife Monica is aghast to be living in an unalluring mobile home out in the boonies. David, their seven year old son, suffers from a heart condition and Monica is always worried, so he is frequently told to not run. On the other hand, his older sister, Anne, is stuck being the responsible one. The family home changes completely with the arrival of their sly, foul-mouthed, incredibly loving grandmother. Amidst the instability and challenges of this new life in the rugged Ozarks, *Minari* shows the undeniable resilience of family and what really makes a home.

Chung wrote the screenplay for *Minari* in 2018 shortly before becoming an instructor at the Asia Campus of the University of Utah in Incheon. Chung originally hoped to make

an adaptation of *My Antonia* by Willa Cather, but Cather did not want film adaptations of her works. Chung was then inspired to make a film based on his own upbringing and drew from his own childhood on a farm in Arkansas.

Chung cited Fyodor Dostoevsky and Cather as inspirations during his writing process, recalling Cather saying her life really began when she stopped admiring and started remembering. Chung stated making *Minari* was very difficult because his parents are private people. He didn't tell them he was making the film until he was in the editing room after he shot it because he was scared of what they would say.

In early 2019, Christiana Oh and Plan B Entertainment signed on as producers. Oh later brought on A24 to distribute the film. It has been awarded the Golden Globe Award for Best Foreign Language Film, Critics' Choice Movie Awards for Best Young Performer and Critics' Choice Movie Award for Best Foreign Language Film.

Story by  
KCpl. Choi, Phil Gyu  
2nd Infantry Division/  
ROK-US Combined Division





## Chosun Culture Post of the Month

# Yeosu, city surrounded by beautiful seas

Yeosu, a port city in South Jeolla Province in southwest Korea, is one of the most popular tourist cities in the area. Yeosu, which means 'beautiful water', has a gorgeous view of the South Sea.

The city has experienced many ups and downs since the 17th century. In particular, the Yeosu-Suncheon rebellion from 1948-57.

Yeosu was the home of Admiral Yi Sun-sin, the hero who saved Korea from the Japanese in 1592. His strategy, tactics and courage left a notable mark in the history of Korea and naval warfare. In the battle of Myeongnyang, he led his forces to victory with just 13 naval ships against 300 Japanese warships.

Yeosu was the headquarters of the Joseon Navy and the place where Yi Sun-sin began his career. Yi Sun-sin Square and a large turtle ship model were built to honor him. The turtle ship model is designed to provide visitors with a tour of the inside of the famous ship.

The house where Yi Sun-sin's mother and wife took refuge during the Japanese Invasion will also allow people to feel his legacy. Other popular tourist spots are Jinnamgwan hall and Gosodae,

which are located on the Joseon Naval base.

Yeosu is also famous for its views at night. The evening view of the sea and the city are so beautiful that they inspired a song called, "Night Sea of Yeosu." You must take a stroll on the beach under the night sky.

If you like nature, visit Odongdo Island. The island got its name because its shape resembles the leaves of a paulownia tree (Odong means paulownia tree). There are several paulownia trees, camellia flowers, rocky cliffs and beautiful views.

You can travel around and catch all the scenery of the island on a bicycle or a Dongbaek train. There is also a lighthouse at the top of the island, where you can get a panoramic view of Yeosu port and the ocean.

Yeosu is a city where history and nature coexist, and it is a memorable tourist attraction filled with beautiful scenery, which is perfect for making memories and touching history.

Story by  
KSgt. Jeung, Yun Ge  
20th Public Affairs Detachment





**APRIL 12 – 16, 2021**



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# APRIL OUTLOOK

- 01** 3D Printing Orientation (Ages 10 - 17)  
Learn how to use the 3D Printing Lab!
- 03** Dash of Color Fun Run (Color Run)  
Open to the whole community! All proceeds go to fund BOSS programs.
- 06** Tuesday Family and Friends Night  
Are you bored? Nothing fun planned for Tuesday night?  
Head over to Downtown Lanes and take Tuesday night off!
- 10** Lego Club  
Give children the opportunity to get creative and build!
- 14** Foundations of Drawing  
Learn the basics of drawing.
- 23** Karaoke Night  
Join us for Karaoke at the First and Ten!
- 29** Minifig Painting Class  
Bring your own minifigure to paint or have one 3D printed at the Arts and Crafts Center!
- 30** Fun Music Friday  
Join us at the Library for some music!

The above schedule is tentative. For the latest information, visit Humphreys Family and Morale, Welfare and Recreation (MWR - QR code on the right).

\*All participants are required to adhere to the current HPCON measures, which includes wearing a mask and / or practicing social distancing.





2021년 03월 호

제 58권, 제 03호, 통권 제 689호

# 인디언헤드

THE INDIANHEAD MAGAZINE / KOREAN EDITION





# 인디언헤드

## THE INDIANHEAD MAGAZINE

2021년 03월 호 / 제 58권, 제 03호, 통권 제 689호

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한글판 편집장  
상병 최필규

인디언헤드지는 미 제 2 보병사단/한미연합사단을 위해 사단 공보 참모처에서 발행하는 미 국방성 공인신문입니다.

인디언헤드지는 일성 인쇄소에서 월간지로 발행 및 배포 됩니다.

잡지의 내용은 미 육군의 의견을 대변하지 않으며, 미 국방부의 공식적인 견해와 다를 수 있습니다.

기사 관련 문의 / 이메일:

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미 제 2 보병사단/한미연합사단 공보 참모처:

EAID-SPA, 2ND INFANTRY DIVISION  
UNIT 15041, APO, AP 96271-5236  
ATTN: INDIANHEAD

BUILDING 6500

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# INDIANHEAD

THE LAST BILINGUAL DIVISION PRODUCTION MAGAZINE

80년 전 3월에 제99전투비행대가 앨라배마주 투스케지에서 훈련을 받은 최초의 흑인 전투기 조종사를 훈련시키기 위해 발족되었습니다. 대니얼 “채피” 제임스는 유명한 투스케지 에어맨 중 한 명이었고, 미 육군 항공대에서 최초의 흑인 조종사가 되었습니다. 그는 영웅적으로 공군 수훈 십자 훈장을 획득하고 한국에서 100번 이상의 전투임무와 78번 이상의 베트남 임무를 마친 후, 1975년에 우리의 첫 흑인 4성 장군(대장)으로 등극했습니다.

그의 선구적인 봉사를 인정하고 유해한 행동에 관한 현재 우리 대화를 고려하여, 저는 1967년 조지 워싱턴 자유 훈장을 받은 제임스 대장의 발언의 일부를 전해드립니다:

“미국의 강점은 통합에 달려 있습니다. 그것은 제공하고, 만들어내고, 즐기고, 성장하기 위해 일하는 자유의 권리를 가진 축복받고 서품된 자유인에게 있습니다. 우리를 전복시킬 사람 또는 자유로운 사람들은 전체로부터 작은 부분을 떼어내어 두려움과 불만의 썩기를 박아 이러한 통합을 방해하려고 합니다. 저는 흑인이기 때문에 그들의 끊임없는 괴롭힘을 당했습니다. 그들은 말합니다: 제임스, 너는 소수에 속한다. 너는 흑인이야.” 그들은 말합니다: “너는 이 미국 사회, 이른바 민주주의에 대해 혐오감을 느껴야 해.” 그들은 말합니다: “너는 선택한 어떤 분야에서든 진보할 수 있지만 누군가가 너의 목에 그의 발을 걸면 그 이유는 너가 흑인이라는 이유일거야.” 그들은 말합니다: “너는 사회적 약자야.”

“자유로부터 얻은 유산은 나에게 해답을 주었습니다. 저는 그들에게 이렇게 말합니다: ‘저는 미국의 시민입니다. 저는 사회적 약자도 아니고 그들은 하나같이 생각하거나, 이유를 대거나, 하나같이 행동하지 않는 한, 여기 있는 어떤 사람도 아닙니다. 여기는 제 조국이고 저는 이 조국을 믿습니다. 그리고 저는 조국의 국기를 믿습니다. 저는 조국을 지킬 것이고, 조국을 위해 싸우고 조국을 위해 봉사할 것입니다. 만약 조국에게 무슨 문제가 있다면, 저는 그 결을 지키며 하나님께서 주신 시간 안에 조국의 지혜와 온 국민의 복지를 위한 배려를 통해 일이 다시 바로잡혀질 때까지 조국의 손을 잡고 있을 것입니다.’”

“오늘날의 세계 정세는 개인적인 불만이 무엇이든 간에 강한 사람들이 앞장서야 합니다. 우리의 가장 큰 무기는 우리가 항상 가지고 있던 것, 즉 자유의 유산, 국가로서의 단결입니다.”

우리는 우리의 준비 태세를 약화시키는 유해한 행동을 처리 할때 일어서서 계수 될 강한 남성과 여성이 필요합니다. 그것은 우리가 성희롱, 인종 차별, 극단주의를 볼 때 한발 더 나아가는 것을 의미합니다. ‘병사’들을 알아가고, ‘병사’에게 우리가 알려지는 시간을 갖는다는 의미도 있어서, 우리는 일이 원래대로 되지 않을 때 바로 보고 인식할 수 있습니다. 제임스 대장이 모델로 한 행동, 말, 신념으로 뭉친 우리는 상시임전태세상태와 승리할 준비가 되어 있기 때문에 우리 나라의 본보기가 될 수 있습니다!

팻 데빈 채플린 (중령)  
미 제2보병사단 / 한미연합사단

최재원

인디언헤드지 총 편집장  
병장 최재원

최필규

인디언헤드지 한글판 편집장  
상병 최필규





3월 8일, 미 제2보병사단은 캠프 험프리스에서 사격 훈련을 실시하였다.  
(사진 출처: 상병 최필규, 미 제2보병사단 / 한미연합사단, 공보참모처)





# 한계란 없다

1974년 6월 4일 샬리 D. 머피 소위는 비행학교를 졸업하고 날개를 받은 최초의 미군 헬기 조종사가 되었고, 더 많은 여성들이 항공 분야 대열에 합류할 수 있는 길을 열었다.

육군 항공 37주년 기념식에 가까워지면서, 우리는 그들이 얼마나 멀리 왔는지 돌아볼 수 있다. 머피가 육군 최초의 여성 비행사가 된 것에서부터 1989년 이후 여성들이 비행 전투 작전을 수행하는데 이르기까지 항공 분야에서 여성의 역할은 몇 년 동안 계속 증가해 왔다.

제602항공지원대대, 제2전투항공여단, 제2보병사단 AH-64 아파치 조종사인 아비가일 블라운트 대위에게 항공은 첫 번째 선택지가 아니었을 수도 있지만, 얼마 지나지 않아 조종사가 되기 위한 그녀의 임무가 되었다.

블라운트는 “처음 ROTC에 입대했을 때 보병으로서의 길을 가고 싶었습니다”라고 말했다. “저는 보병으로 복무할 수 없다는 말을 듣고 여성들이 복무할 수 있는 다른 전투 보직들이 있는지 물었습니다. 그때 저는 AH64D 아파치에 관해 처음 알게 되었습니다. 아파치에 대해 알게 된 직후 아파치 조종사가 되기로 마음먹었습니다.”

2-2 강습헬기대대, 제2전투항공여단, 제2보병사단의 알파 중대장 홀리 소바인 대위는 군에 입대하여 UH-60M 블랙호크 조종사가 된 것이 그녀의 피에 새겨진듯, 적성에 맞았다.

“저는 2011년 2월에 육군에 입대했습니다.”라고 소바인은 말했다. “육군은 제가 대학에 다닐 수 있게 해준과 동시에 조국을 위해 봉사하고 더 높은 소명을 다하도록 해주었습니다. 저희

아버지도 UH60 조종사였기 때문에 이 직업을 아버지와 공유하게 되어 매우 보람 있고 만족스럽습니다.”

육군 항공부대에 여성이 포함됨에도 불구하고, 여성은 병력의 15퍼센트 미만을 차지한다. 2014년 5월에 취임한 이후 블라운트는 상급 지휘관은 고사하고 다른 여성 조종사와는 거의 마주치지 않았다.

“내가 군대 입대를 했을 때 여성 조종사를 만난 적이 없었습니다.”라고 블라운트는 말했다. “제가 물었을 때, 여성 조종사들이 그렇게 많지 않다고 들었습니다. 제가 다른 조종사와 함께 비행할 때, 종종 그들은 여성과의 첫 비행이라고 말했습니다. 여성 중령을 만나는 데 5년이 걸렸는데 아직 여성 준위(Chief Warrant Officer Four)는 만나지 못했습니다”라고 말했다.

비록 여성 비행사의 수가 느리게 늘어나는 것처럼 보이지만, 소바인은 이 변화가 올바른 방향으로 움직이고 있다고 말한다.

“현재 육군 항공은 보직은 사회 각계각층의 사람들뿐만 아니라 여성들도 더 쉽게 접근할 수 있게 되었습니다.”라고 소바인은 말했다. “우리는 빠르게 더 포괄적인 조직으로 거듭나고 있으며, 비행사들이 미래를 향한 길을 만들고 있다고 생각합니다.”

소바인은 조종사와 지휘관이 된 그녀의 경험을 ‘보람차다’고 묘사하고 있다.

소바인은 “비록 아직 신임 중대장이지만, 지휘부에서 일 하는 것은 내가 복무하는 동안 가장 보람 있는 임무 중 하나라고 생각합니다”라고 말했다. “저는 저보다 더 큰 무언가의 일부가 될 수 있고 또한

제 주변 사람들의 삶에 긍정적이고 직접적으로 영향을 미칠 수 있다는 것에 희망적이고 기대가됩니다.”

“항공은 항상 학습적인 환경입니다.”라고 블라운트는 말했다. “경험이 많이 없는 사병정비사든, 경험이 풍부한 작전 부사관이든, 신입 조종사든, 준위(Chief Warrant Officer Five) 조종사 교관이든 서로에게 배울 점이 항상 있습니다. 저는 자기 일에 자부심을 갖는 전문가들에게 둘러싸여 있는 것에 감사하고, 이 분야에 그런 사람들을 많이 만났습니다.”

당신이 처음 여성 조종사가 되었을 때, 다른 이가 당신에게 말해 줬으면 했던 충고는 무엇입니까?

블라운트는 “모든 군인은 일정한 기준을 유지해야 하지만 그 이상으로 가장 중요한 것은 일에 대한 열정적이고 자기계발에 전념하며 언제나 겸손해야 합니다”라고 말했다. “학습 의욕이 높고, 가르치기 쉽고, 여러분이 필요한 곳이면 어디든 기꺼이 돕고, 그리고 여러분의 남자 동료들과 함께 여러분의 자리를 얻었다고 확신하세요. 여러분도 남자 동료들처럼 실수를 하고, 틀리고, 몸부림칠 것입니다. 훌륭한 조종사, 군인, 지도자, 또는 전문가로 만드는 것은 회복력, 지속력, 그리고 겸손함입니다. 만약 여러분이 실패하는 것을 두려워한다면, 여러분은 결코 여러분이 진정으로 할 수 있는 것을 성취할 수 없을 것입니다.”

병장 티파니 미첼 / 기사  
제2항공전투여단 / 공보참모처  
상병 최필규 / 번역  
미 제2보병사단 / 한미연합사단  
공보참모처



# 718의 병사들, 폭발물 관리 기술을 연마하다



제718폭팔물 처리반, 제23화학대대는 2월 10일부터 12일까지 3일간 폭발물 처리 훈련을 실시했다.

병사들은 캠프 험프리스에 있는 건물 근처에 모의 사제(급조)폭발물을 탐색, 무장 해제, 그리고 폐기하는 훈련을 하였다.

“우리가 하는 많은 훈련은 내부적이기 때문에 조금 더 제한적입니다.”라고 폭발물 처리반 (EOD) 장교이자 엘파소 텍사스 출신인 스티븐 괴츠 중위가 말했다. “더 많은 유닛들에게 도움을

받고 통합함으로써 교육을 강화하고 모든 관계자에게 보다 현실적이고 유익한 교육을 제공합니다.”

군인들은 훈련 기간 동안 몇 가지 개선해야 할 부분들과 역량의 공백이 보였다. 괴츠는 또 다른 부대와 함께 일하는 병사들의 능력을 단련해 폭발적 위협에 대한 대응 시간이 빨라졌다고 말했다.

“우리가 한 일이 반드시 전시 임무만은 아닙니다. EOD는 우리가 평화롭던 전시 상황이던 임무를 가지고 있다는 점에서 매우 특별합니다.”라고 괴츠는 말했다.

“여기 본기지에서는 “fight-tonight“ 임무에 너무 집중해서 가끔 기본적인 대응 절차에서 능숙함을 잃기도 합니다. 그래서 우리는 되돌아가 기본에 충실해야 합니다.”

병장 이안 베가 세레조 / 기사  
미 제2보병사단 / 한미연합사단  
공보참모처  
상병 최필규 / 번역  
미 제2보병사단 / 한미연합사단  
공보참모처







## 최고가 될 자격이 있는 레이더여단

제1기갑전투여단, 제3보병사단, 레이더 여단은 최초로 육군의 합동경량전술차량을 훈련에 사용한 것, 그리고 코로나19 조건에서 사격훈련을 시작한 최초의 기갑전투여단을 포함한 많은 '최초'들로 알려져 있다. 하지만 우리 국민이 우리의 최우선 순위라는 것을 언급하지 않는다면 후회하게 될 것이고, "최우선"임이란, 그 문자 그대로의 것을 의미한다.

3월이 여성의 역사의 달 임을 비추어, 우리는 이 시간을 빌려 그들 자신의 자리에서 첫 번째로서 역사를 써가고 있는 레이더 군인들을 부각시키고 싶다.

줄리 브로드웨이 병장은 현재 레이더 여단의 제1대대 제 41 야전포병연대, 레이더 여단 최초의 여성 야전 포병 대장이다. 그녀는 비록 몸집은 작지만 마음과 정신은 정말 크고, 어떤 것도 자기 앞을 가로막지 못하게 한다.

"13B(Cannon Crewmember)가 되기 위해서는 많은 노력과 헌신, 그리고 일에 대한 관심이 필요합니다" 라고 브로드웨이는 말했다. "내 보직(군대 직업 특기)에 있고, 섹션장이 되고 싶은 모든 여성들에게, 계속 열심히 노력하고 힘들다고 느끼는 날이 있겠지만 그것이 당신을

끌어 내리지 못 하게 하세요."

제5중대, 제7기병연대, 제1기갑전투여단의 첫 여성 정찰 소대장인 사라 와샤 소위는 모든 것이 기준에 맞도록 하기 위해 소대가 참여하는 수업과 훈련의 가치를 평가한다고 말했다.

"언제나 여성이라는 것 때문에 말이 나올 것이고, 과연 남자들이 할 수 있는 것과 같은 일을 해낼 수 있을지 없을지에 대한 의문을 제기하는 인원이 있겠지만, 특이하게도 저는 그들에게 감사합니다. 왜냐하면 그런 의견을 가진 사람들보다 우리가 해낼 수 있다는 것을 알고 있는 사람들이 두 배나 많기 때문입니다. 저는 제 휘하 부사관과 병사들이 있어서 다행이라고 생각합니다. 왜냐하면 그들은 저를 믿고 제가 그들을 믿을 수 있다는 것을 알고 있기 때문입니다."

와샤는 그녀를 의심 한 사람들이 있었을 지 모르지만 핵심은 결단력이라고 덧붙였다.

"그냥 계속 해' 라고 말하고 싶습니다." 와샤가 말했다. "그동안 저를 의심하고 여성이 할 수 있다는 것을 의심하는



남성 지도자들이 있었지만, 여러분이 할 수 있다는 것을 알고 있는 누군가가 항상 있었고, 전에도 이루어진 일이 있었습니다. 이 모든 놀라운 일들을 해내고 있는 여성들이 있기 때문에 더 이상 여러분을 막을 수 있는 것은 아무것도 없습니다. 문이 열려 있고 우리는 아무 데도 가지 않습니다.”

와샤는 5-7기병대대의 첫 여성 전차 소대장자 뛰어난 지도자인 베다니 스톨만 중위와 함께 일한다. 와샤는 스톨만이 본인보다 먼저 비행대에 있었고, 자신이 성공하도록 도와주었기 때문에 그녀에게 감사하다고 말했다.

“첫 번째 여성 전차 소대장이 되는 것은 때때로 고생스러웠지만, 또한 매우 보람 있었습니다.”라고 스톨만은 말했다. “저는 성공할 수 있도록 도와준 부사관과 병사들이 많이 있어 현재 제가 있는 곳까지 올 수 있었습니다. 나는 전차중대에서 소대장으로 있을 때와 지금(보급반장으로서) 둘 다 내 일을 사랑합니다.”

스톨만은 5-7기병대대의 다크호스 부대 첫 여성 전차 소대장이자 선임장교로서 복무했다. 현재 그녀는 디젤 트루프의 전방 지원 중대에서 배급 소대장으로 일하고 있다.

“내가 탱크를 쏠 때, 그것은 분명히 훌륭한 일이었지만,

여전히 현재 제 역할에서 병사들과 함께 일하는 것을 좋아합니다.”라고 스톨만은 말했다. “그들은 하루하루를 재미있고 특색있게 만들고 모든 다른 유형의 사람들과 함께 일하는 것이 일상을 즐겁게 만듭니다.”

이들은 레이더 여단에서 중요한 역할을 한 우리의 뛰어난 여성 레이더들 중 몇 명일 뿐이다. 3월 동안, 우리는 이달을 여성 역사의 달로 기념한다. 우리는 레이더 여단의 모든 여성들이 각계각층에서 와서 우리의 임무와 위대한 조직에 풍부한 경험과 역동성을 가져다 준 것에 대해 매우 감사한다.

하사 다니엘 게레로 / 상병 윌리엄 그리핀 / 기사  
제1기갑전투여단, 제3보병사단  
상병 최필규 / 번역  
미 제2보병사단 / 한미연합사단  
공보참모처







# 아름다운 바다로 둘러싸인 도시

## 여수

한반도 서남쪽에 위치한 전라남도에 위치한 항구도시 여수는 전라남도 지역의 가장 대표적인 관광도시이다. 아름다운 물이라는 의미를 가진 도시답게 도시의 삼면이 바다로 이루어져 있으며 남해의 아름다운 풍경을 감상할 수 있다.

여수는 17세기부터 역사의 격랑 속에서 많은 우여곡절을 겪은 도시이다. 특히 해방 이후 여수는 제주도 민중봉기를 진압하려 보내진 군사들이 반란을 일으키면서 제주도와 함께 이념으로 갈린 혼란스러운 대한민국 초기의 모습을 잘 보여주는 도시였다. 하지만 이후 주민들의 자발적이고 적극적인 참여로 인근 지방과의 통합을 이끌어내 1998년 통합 여수시가 출범하면서 대한민국 지방자치제도의 긍정적인 발전에 기여하는 등 여수는 발전을 이어가고 있다.

여수는 임진왜란의 영웅 이순신의 도시라고 할 수 있을 정도로 충무공 이순신과의 연이 깊은 곳이다. 그의 전략과 전술, 용기와 대범함은 한국 뿐만 아니라 세계 해전의 역사에서 눈에 띄는 행적을 남겼다. 특히 수군 13척으로 왜군의 300여척을 상대해 이긴 명량해전은 세계사에서도 흔치 않은 해전으로 기록되었다. 여수는 그런 이순신의 장군으로서의 커리어가 시작된 곳으로 옛 조선 수군의 본진 중 하나였다. 현재 여수에는 그를 기리기 위해 이순신광장이 있으며 거북선 내부를 구경할 수 있게 조성된 대형 거북선 모형 체험관이 있다. 또한 조선 수군의 본거지이자 이순신 장군이 일했던 건물인 진남관과 고소대, 이순신 장군의 어머니가 묵으셨던 이충무공 자당 기거지 또한 그의 숨결을 느끼게 해줄 것이다.

여수는 밤바다로도 유명하다. 특히 삼면이 바다인 여수시의 특성상 여수의 밤바다는 여수의 전부라고도 할 수 있다. 밤에 보는 바다와 도시의 야경은 정말 아름다워 이를 모티브로 한 “여수밤바다”라는 제목의 명곡이 있을 정도이다. 여수에서 하룻밤 자게

된다면 한번쯤은 밤에 해변을 거닐면서 야경을 구경해보자.

자연을 좋아한다면 여수의 오동도를 방문해보는 것도 나쁘지 않다. 섬의 모양이 오동나무 잎을 닮았다고 해서 오동도라 이름 붙여진 이 섬은 오동나무와 동백꽃이 많이 있으며 기암절벽들 또한 많이 존재해 아름다운 절경을 자랑한다. 자전거나 동백열차를 이용해 섬 안을 구경할 수 있으며 정상에 오를 수 있다. 섬 정상에는 등대가 있는데 그곳에 올라가면 여수항과 남해 바다의 전경을 볼 수 있다.

여수는 역사와 자연이 공존하는 도시로서 여유로운 추억을 제공하는 관광지이다. 오동도와 여수의 밤바다를 거닐면서 여수의 아름다운 전망을 구경하며 사랑하는 사람들과 추억을 쌓고 역사적 해전이 일어난 곳을 방문하여 역사의 숨결을 느껴보는 건 어떨까.

병장 정운재 / 기사  
미 8 군  
제 20 공보 파견대



# 사단 주임원사의 메시지

병사, 부사관, 그리고 우리 조직 내의 장교들을 만나러 가면서, 나는 모든 대열에서 공통적인 것을 발견했습니다. 하급 부사관들은 자기 계발과 문제 해결에 있어 전향적인 태도를 보이지 않고 있습니다. 대신에, 그들은 반응적이고, 답을 듣기를 기다리고 있습니다. 제가 잘 알고 있는 바와 같이, 저는 모두가 하급 부사관들이 수동적이지 않고 능동적인 리더, 멘토 및 코치가 될수 있도록 도움을 주었으면 합니다.

저의 사전에 적극적이란 발전된 질문으로 모르는 것에 대한 답을 찾는 것입니다. 문제에 대한 해결책을 찾기 위해 책들을 읽고, 공부하고, 자기 개발을 향상시킬 수 있는 교육 기회를 만들어 가십시오. 하급 부사관들은 수동적이게 행동하지않고 답변을 기다리거나 문제에 대한 해결책을 제공받는 대신, 답을 찾고, 기회를 개발하고, 문제에 대한 해결책을 찾아야 합니다.

적극적인 리더를 개발하기 위해선 멘티와 멘토가 서로에게 영향을 미치는 사이가 되어야합니다. 하급 부사관들은 자신들의 리더들이 긍정적인 리더십 특성을 사용할 것 이라 신뢰하여 보복의 두려움을 없애야 합니다. 대신 하급 부사관이 임무를 수행하다 실수나 실패를 하였다면, 그 시기에 그들을 지도함으로써 그들의 신뢰를 얻으십시오. 상급 부사관들과 장교들은 두려움과 보복이 아닌 멘토링, 의사 소통, 대화의 문화를 조성할 책임이 있습니다. 그런 다음, 그 이후에야 하급 부사관들은 덜 반응적이고 더 능동적으로 바뀌겠금 변화시킬 수 있습니다.

조직의 모든 사람은 조직 내에서 적극적인 문화를 장려하는 역할을 가지고 있습니다. 하급 부사관이 자신의 지휘 체계나 부사관 지원계통을 신뢰하지 않으면 사전 예방 조치를 취할 수 없습니다. 각 지휘 체계과 부사관 지원계통에 있는 하급 부사관들이 능동적으로 행동할 수 있는 문화를 조성합시다.

능동적으로 행동하는 것은 하급 부사관들을 배움과 변화의 모험으로 이끌게 될것입니다. 그들은 읽고, 공부하고, 연구하면서 배울 것입니다. 그 발전은 우리의 조직을 변화시킬 것입니다.

주임원사 셴 F. 칸스  
미 제2보병사단 / 한미 연합사단  
사단 주임원사