



Leadership  
starts here

# LEADER

**JUNE 12**  
2009  
Fort Knox, Ky.

On the Web at [www.leaderstrainingcourse.com](http://www.leaderstrainingcourse.com)

## Fitness factory

*Cadets introduced to  
daily PT, an important  
aspect of LTC and  
military life.*

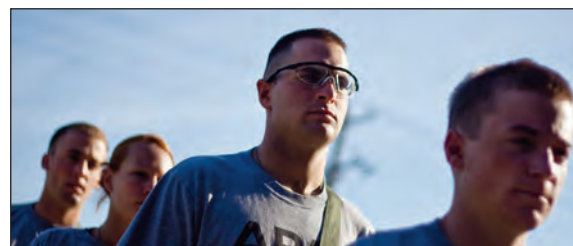
*Pages 4 & 5*



### Equipment key in keeping Cadets safe

The Army uses the wet bulb to determine the intensity of Cadet training and help keep them safe when temperatures soar.

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### Transition from civilian to military life

Cadets begin LTC 2009 with in-processing, the first step of the Soldier First phase.

Page 6



### Family man to military man

Manuel Alejandro Tirado-Suarez, a 32-year-old Cadet from Puerto Rico, is a full-time student, husband and father of two.

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# Army celebrates 234 years of illustrious history



COL. JAY **DYMEK**  
LTC commander

Sunday is our Army's 234th birthday. And for every man and woman in an Army uniform, June 14 is not just another day. June 14 marks the day citizens of this great country first came together to fight for and to protect the freedoms that make America the greatest country in the world.

It truly will be a worldwide celebration. The birthday of the greatest Army on the planet is such an important event that combat units around the globe will pause to commemorate the event, even while committed to combat.

There will be festivities in Iraq, in Afghanistan, in Kosovo, in the Horn of Africa and even here at the Leader's Training Course.

Every June 14, we mark the occasion with a cake-cutting. Cadets will join me and other cadre for a lunchtime tribute, featuring a massive cake that will be sliced with a saber by the youngest and oldest Cadets in the company.

Obviously, most Cadets know the importance of the Army birthday. Few know how our fighting force came to be.

The Continental Congress started the Army on June 14, 1775. Our country wasn't even a bona fide nation yet.

The Army initially was made up of six companies of expert rifleman that formed in Pennsylvania, two in Maryland and two in Virginia. Gen. George Washington became the first commander-in-chief of what was then known as the Continental Army.

He shaped the force in its infancy, including ushering the Army's first true training under the direction of former Prussian officer Baron Friedrich Von Steuben at Valley Forge, Pa. Von Steuben is credited with establishing the principles of drill and ceremony that even today remain the cornerstone of daily maneuvers and formal events, such as your upcoming

graduation ceremonies.

The Army has played the decisive role in every American war since the American Revolution. When you commit the Army, you have, by default, committed the nation to sustained land combat.

The face of the Army has changed considerably over the last 60 years. In 1947, the National Security Act created the Department of the Army. The same year, the Air Force was pared from the Army and made its own branch.

The Uniformed Code of Military Justice, the legal doctrine that governs the Army, took hold three years later. And in 1956, the Army dedicated its flag.

"The Army Goes Rolling Along" became the official song in 1957. The tune was written by Lt. Edmund L. Gruber in 1908 and was originally known as the "Caisson Song."

Celebrations honoring the Army will take place around the world Sunday. There will be countless cake-cuttings and flag-raising, as well as recruit swearing-in ceremonies, concerts and festivals.

The Army's birthday is always a big deal,

and should be.

I've been proud to be part of this great Army now for more than 20 years. It has taken me around the world and offered me immense opportunities to develop personally and professionally.

Part of what makes the Army special is that everyone who swears to protect this country as Soldiers are all part of a big family. The longer you are here, and the more involved you become with the service, the more you will hear fellow Soldiers refer to their "Army family."

Everyone who wears the uniform shares a common bond. We look out for each other. We pat each other on the back in good times and provide a helping hand in bad times.

The Army family is not built on lip service. It's not just some façade painted to give the Army a good name. The "family" concept is genuine and real. All Soldiers believe in it.

As we celebrate the Army's birthday, use what you learn from the Soldiers here who have long been part of the service to develop your own potential as leaders and help write the next chapter in the Army's illustrious history.

## Teamwork, communication key components of officer, NCO relationships



COMMAND SGT. MAJ. CHARLES **GREEN**  
LTC command sergeant major

The Army might consist of thousands of individuals. But the line between individual and team blurs when it comes to the mission.

Certainly you all have heard all sorts of clichés about individualism.

There is no "I" in team. No man is an island. It takes more than one stick to build a dam. The list goes on.

Every Cadet who comes to the Leader's Training Course does so as an individual. And, ultimately, you are assessed as an individual.

But your success in large part hinges on your ability to function as part of a team. You hear a lot about teamwork throughout the training because in the Army, collaboration often means the difference between mission success and failure.

As a second lieutenant, the bond you form with your platoon sergeant will arguably be the most pivotal relationship you will build early in your career. That noncommissioned officer will help you in every way imaginable, from helping you learn the intricacies of the job to helping you gain a leadership foothold.

Communication is the key ingredient for any relationship, but even more so for an officer and an NCO. Communication includes ice-breaking, counseling, advising, mentoring, professional disagreements and speaking in one voice as a command team.

Respecting and complimenting each other's strengths and weaknesses solidifies a command team relationship. Both officers and

noncommissioned officers possess unique qualities that they bring to the command team.

A great deal of instruction at LTC centers on the officer/noncommissioned officer relationship. And rightfully so.

NCOs are considered the backbone of the Army. They form a foundation for leadership. You will find that enlisted Soldiers, and particularly your platoon sergeant, are extremely loyal. But at the same time, they will point out, in a constructive manner, things that might come back to haunt you or that might interfere with mission success.

They, too, speak from experience, so rely on them to keep you straight.

In fact, NCOs are considered such a vital part of the Army, it has designated 2009 as the Year of the NCO. This milestone shines a well-deserved spotlight on the NCO corps and the how noncommissioned officers contribute to the officer-NCO relationship.

While our goal at LTC is to produce Army

officers, it would be naïve not to spend time explaining and practicing the dynamics of that unique connection.

The longer you serve, the more you will rely on the know-how of enlisted Soldiers. They offer varied points of view, ideas and skill sets that will help move you toward meeting your unit's and your personal goals.

In almost 27 years in the Army, I have found the most successful officers are those who embrace their enlisted counterparts. Always show respect, and lead by example.

Failing to practice what you preach threatens to undermine others and weaken the relationship bonds you will rely on to succeed.

### On the cover:

**Cadet Joel Engle, from South Dakota University, alternates between sprinting and walking during a PT session.**

*Photo by Mackenzie Reiss / Leader*

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# Wet bulb dictates training precautions

By Mary Barczak

Staff Writer

When it comes to safety, the Army has the ultimate tool to help ensure Cadets' safety in the summer heat:

The wet bulb.

A wet bulb is a device typically set up on a tripod and has three thermometers. Wet, dry and black bulbs sit on a tray, working in concert to help cadre determine the weather's potential impact on Cadets.

Maj. Don Green, LTC training operations officer, said the Army uses the wet bulb as a method of determining the amount of humidity in the air.

He said the bulb is an important tool for training sites because it protects and ensures Cadets' safety while in constant heat.

"We use it to know how hard to train and not to train the Cadets," Green said.

Humidity is a concern during training and is closely monitored. A high humidity will cause the body to sweat in an attempt to cool off. Excess sweating can cause the body to dehydrate and become a heat casualty.

There are three levels of work loads Cadets can undergo while in heat. The first level is an easy work load, such as marksmanship training and weapon maintenance. The second level is moderate work load, such as patrolling, field assaults and individual movement techniques. The third level is hard work, such as walking on a hard surface at 3.5 mph while carrying less than or equal to 40 pounds or walking in loose sand at 2.5 mph with no load.

All of these levels of work can be instituted in each of the five heat categories depending on the temperature at the time of training.

Wet bulbs are located at every training site on post, including LTC's tactical operations center and range control.

Green said the wet bulb is fairly easy to read, and anyone who wants to be trained can be trained.

"We don't turn anyone away," he said.

Green said the training is easy and takes less than an

## Fluid Replacement Guidelines for Warm-Weather Training

Heat Category	WBGT Index Fahrenheit	Easy Work		Moderate Work		Hard Work	
		Work/Rest	Water per Hour	Work/Rest	Water per Hour	Work/Rest	Water per Hour
1	78-81.9	No Limit	1/2 quart	No Limit	3/4 quart	40/20 min	3/4 quart
2 (Green)	82-84.9	No Limit	1/2 quart	50/10 min	3/4 quart	30/30 min	1 quart
3 (Yellow)	85-87.9	No Limit	3/4 quart	40/20 min	3/4 quart	30/30 min	1 quart
4 (Red)	88-89.9	No Limit	3/4 quart	30/30 min	3/4 quart	20/40 min	1 quart
5 (Black)	>90	50/10 min	1 quart	20/40 min	1 quart	10/50 min	1 quart



hour, depending on how quickly people catch on. Cadets in general are not trained because they have no need for it.

Green said they train committees on-site and the LTC company cadre.

Sgt. 1st Class Kenneth McKinney, a drill sergeant for Co. A, said the wet bulb reading at 2 p.m. Monday was 81 degrees at the Team Development Course, which meant the wet bulb and heat index was at a category one.

He said the wet bulb is checked every hour.

McKinney said the Cadets' training won't change when it gets hotter outside.

"They need to watch their intake of water and they will possibly have longer breaks, but we are not going to lessen their requirements," he said.



**Above left, the wet bulb is set up and being monitored at every Leader's Training Course site. Above, Master Sgt. Ken Basely (right), Maj. Charles Gaskin (center) and Sgt. 1st Class Hector Rivera set up the wet bulb Saturday behind LTC's headquarters building. Photos by Chen Wang / Leader**

**See page 6 to read about the heat precautions being used to ensure Cadet safety.**

## SO THEY SAY... What will you miss most about home?



"My family, friends and also Mexican food."

**Angelo Alessio**

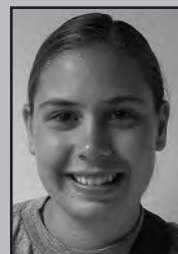
San Diego State University  
Co. A 1/46th Inf.



"I'm going to miss sleeping and being able to do what I want. I'll also miss not having to take a shower in less than five minutes."

**Devin McDavid**

Clemson University  
Co. A 1/46th Inf.



"My family. It's going to be hard communicating through letters since I didn't bring a cell phone like the others."

**Emily McCarthy**

Washington State University  
Co. A 1/46th Inf.



"My family and friends and some free time. But I think it is easy to get over it because you make new friends here. It helps that we have battle buddies because they can help you get through it."

**Scott Swanson**

California State at Northridge  
Co. A 1/46th Inf.

COVER STORY

All four platoons of Co. A 1/46th Inf. sprint during PT to build endurance and strengthen their muscles. Physical training is an integral part of Army life, so Cadets must participate in morning workouts multiple days per week. *Photo by Mackenzie Reiss / Leader*

## ***Physical training becomes part of daily routine for Cadets***

The Cadets of Co. A 1/46th Inf. marched through the cool morning air, beating the sunlight to the physical training track lit only by the dull, yellowed glow of a few scattered streetlights. Maintaining formation as best they could — each Cadet carrying little more than a mat, a canteen and a vague idea of what to expect — the platoons took their positions on the pavement around the infield.

Drill sergeants stood in front of each platoon leading them through warm-ups while several other Cadre paced around, aiding any fumbling Cadets. Some struggled to maintain rhythm and balance during exercises such as lunges and incremental push-ups, but a cadre member was never too far away

to offer individual instruction.

The sun was still nowhere to be seen when it came time for Cadets to get a count of how many push-ups they could do in one minute. Each Cadet's PT mat was already stretched across the ground in front of him from the opening workout, their canteens resting at the edge opposite their position.

"If you put your knees down, you're done," a drill sergeant shouted to Cadets lacking proper form halfway through their initial push-up assessment. "Thirty seconds. C'mon, you can do *anything* for 30 seconds."

Alpha Co., the first to arrive at the Leader's Training Course, began its first

**continued on next page**

## COVER STORY



**Cadet Kathryn O'Keefe executes an Army-style push-up. To pass the final PT test, female Cadets between the ages of 17-21 must perform at least 19 push-ups to standard.** Photo by Mackenzie Reiss / Leader

physical training session at 5:30 a.m. Sunday, the first of many aimed at shaping Cadets' bodies into ones fit enough to handle the rigors of life as a Soldier. Cadets arriving at LTC vary widely in their physical condition and prior athletic experience, meaning some struggle more than others during all aspects of the training.

PT at LTC is a way of life throughout the four weeks of the course, whether it be organized workouts or supplemental training in the form of another physical activity.

While at Fort Knox, all Cadets will take a diagnostic PT test, which Co. A took Thursday, and a final test, both of which are opportunities to attain a high enough score to join ROTC.

The Leader's Training Course PT program is designed to prepare Cadets to endure the physical demands of everyday life, including those associated with combat that can entail carrying 75 pounds of equipment for hundreds of yards at a time.

Instructors conduct physical training with a purpose and with Cadet safety in mind. Regimens have been checked for safety with experts from the Army Physical Fitness School at Fort Jackson, S.C.

"There is nothing that's off-the-cuff. Everything is written by professionals with safety as a priority," said Command Sgt. Maj. Charles Green, the command sergeant major of LTC. "If Cadets can survive one week of physical training, they're gold. They need to get used to the soreness and consistency."

During organized morning PT, Cadets perform a variety of cardiovascular exercises and muscle training.

Part of the preparation for Alpha Co.'s first session was simply understanding how PT sessions run.

Though some doing push-ups Sunday thrust at the pavement as though they'd been training all summer, others paused, arching their backs to relieve pressure off their arms and back muscles to catch a break.

Following the push-up assessment, each Cadet partnered with another for sit-ups, which would also be timed for one minute and counted. But even organizing partnerships induced confusion for some.

"You'd better find a partner," yelled a drill sergeant to a disoriented Cadet.

"Up, down, up, down, up, down," another drill said as his fellow Cadre reminded Cadets to maintain proper form by touching their knees to their elbows as their partners pushed down on their shoe laces. Once time expired, it was the partners' turn to lie on the mats and perform.

Push-ups and sit-ups are two of the three events Cadets are tested on during PT. Their first cardiovascular exercise would come in the form of a one-mile run.

After running two laps, Cadets received their times and began to catch their breath.

"Hey, keep walking," Maj. Donald Smith reminded the Cadets of Co. A 1/46th Inf. as many of them stopped to hunch over and rest.

"If they stop walking or bend over, they'll lose it," said Smith, the Co. A operations officer.

Despite his advice, several who drank too much water still vomited.

"When students arrive, you have some students who have played sports and some who have done nothing at all," Command Sgt. Maj. Green said.

Cadet John Larsen, a 27-year-old nursing major from the University of Utah, is one of the latter.

"It's not as bad as I thought, but it's still pretty challenging for me," said Larsen, who had no prior structured athletic experience.

Other Cadets have already experienced

workouts of similar intensity to their first days of physical training. "It's not that hard. I'm used to doing this," said Cadet Matt Trotter, a swimmer who studies international affairs at Georgia Tech.

Cadet Jacki Carty has been participating in sports such as

track, gymnastics and cheerleading since age 5.

"It's all mental," said Carty, who thought the interval sprinting drill on the second day of PT was the hardest exercise so far. "If you don't have it in your head that you can do it, then you probably won't."

Cadets will eventually be categorized into four groups based upon how quickly they run their mile. Those who run the mile in seven

minutes or less will be placed in group A.

"Those are our gazelles," Green said. "That's the group where you turn up the heat."

Group B will contain Cadets who run their mile between seven and nine minutes. Group C includes those running between nine minutes and 10 minutes, 30 seconds. The final group is for those finishing in more than 10:30.

PT will then be tailored to cater to the needs of the ability groups, and Cadets who have sufficiently improved will be moved up to the next group.

Cadets will be pushed to their limits, but safety is a priority in all aspects of LTC.

"Our program is designed to take them beyond their comfort zone," said Green, who has been in the Army for nearly three decades. "But it's about balance."

The training they

take on here is only the beginning for many of the Cadets. Though it is typical for a Cadet to lose anywhere between five to 20 pounds during their 29 days at LTC, Green wants them to continue to stay healthy.

"We want to make sure they leave here with a basic knowledge of conditioning, nutrition and proper dieting," he said. "We want them to know how to continue that conditioning plan."

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*"If Cadets can survive one week of physical training, they're gold. They need to get used to the soreness and consistency."*

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**Command Sgt. Maj. Charles Green**  
LTC command sergeant major

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**Cadet Brandon McCauley and the rest of platoon 3 count off repetitions of PT stretches to begin their workout Monday.** Photo by Mackenzie Reiss / Leader

# Company A arrives for training

By Shane Ersland  
Staff Writer

Before Cadets could get started rappelling from the 50-foot tower or crossing a stream on a one-rope bridge, minor details, like transcribing Social Security numbers, making beds and filling out paperwork, needed addressing.

That took two days.

Co. A 1/46th Inf. arrived Friday at Fort Knox to start their transition from civilian to four weeks of Army life at the ROTC's Leader's Training Course. The new arrivals were taken to a holding company until all 260 Cadets had shown up.

In-processing began in earnest Saturday morning, where Cadets filled out forms, got their height and weight measured during their physical and called home.

"It's been a culture shock; it's nothing like I've ever experienced before," said Cadet Dustin Lockhart, of Ball State University in Muncie, Ind. "But it's what I expected."

During the group's in-processing session Saturday, Cadets reflected on their

first days of training while waiting to complete paperwork.

Cadet David Beaumont, from the University of Akron in Ohio, said the activity he will remember most from his first day of training will be seven hours learning to make beds.

"It was a long day of being a maid," Beaumont said.

Some Alpha Co. Cadets said the start of training has been easier to get acclimated to than they originally expected.

"I thought it was going to be a little more intense," said Nicole Basile, of Columbus State University in Georgia. "It's a bit of a relief."

Miller Callaway, from Furman University in Greenville, S.C., said he is struggling with remembering to address officers as "sir" and focusing on filling out forms correctly. He added that his life at LTC will be a good experience, though, after he's done with the process of completing the initial paperwork.

"I'm about tired of writing my Social Security number on everything," Callaway said.



Above, Sgt. 1st Class Kenneth McKinney, a drill sergeant, checks Cadets from Co. A into their barracks on Saturday. Below, Cadet Joseph Newton of Georgia Southern University and the rest of Co. A file in to begin in-processing. Photos by Mackenzie Reiss / Leader



## Heat precautions used to ensure Cadet safety

By Mary Barczak  
Staff Writer

While most American teens will reach for a frozen freezer pop this summer to cool down, Cadets in the Leader's Training Course will be reaching for their CamelBaks to guzzle water as the temperatures soar into the 90s.

Fort Knox typically experiences several heat category five days throughout the summer, said Lt. Col. Laura Favand, LTC's chief nurse. Category five indicates the most intense combination of heat and humidity.

Favand said that last year eight Cadets were transported to the hospital during LTC because they had something that could be heat-related, but none developed a heat injury.

"We stop it right away before it becomes an issue," she said.

Cadets who show signs of heat exhaustion or who complain about dizziness are ordered to stop training while leadership attends to them, Favand said. She said Cadets are wrapped in an ice sheet and given an IV fluid if necessary.

Medical personnel also measure air temperature and humidity every hour during training to ensure safety.

Maj. Don Green, training operations officer, said the cadre has been trained to know

how to take care of Cadets' heat-related needs.

"We tell the cadre to keep (Cadets) in their uniforms because it protects them from the sun, to let them sit or stand in the shade when resting and we have the Cadets carry enormous amounts of water with them and make them drink it every hour," he said.

Cadets' training schedules have work and rest cycles built in so they aren't overworked in the heat, Green said.

### Average Temperatures at Fort Knox

June	July	August
High 82 °F	High 86 °F	High 86 °F
Low 61 °F	Low 65 °F	Low 64 °F

Cadre also use and monitor the wet bulb to determine how hard they should train Cadets on a given day.

"The biggest thing is that these kids, coming from home, have not had any physical training so they need to ratchet it up and build the strength so that there are no issues," Green said.

Some Cadets are not worried about the impending heat, though, because they have been taking the right precautions.

Cadet Jeff Bourque, of Co. A 1/46th Inf. and a student from Mississippi State University, said he drinks plenty of water each day, sits in the shade during downtime and squeezes his fingers every so often to check that he's hydrated.

Alpha Co. Cadet Paul Wenzel is from Rye, N.Y., but attends the University of Arizona. He said his move to Arizona for school and the change of climate was a quick transfer for him.

"It was rough at first, but now I'm used to it," Wenzel said.

He said he is also drinking a lot of water and sitting in the shade when he can to stay cool during training.

Heat is such a concern, this year's training schedule has been modified from years past.

Because of injuries, orienteering was removed from this year's training schedule altogether. Orienteering was training where Cadets must navigate from point to point using the terrain.

Favand said she thinks precautions aimed at preventing heat injuries have been effective for keeping Cadets safe while training in sometimes-oppressive conditions.

"The main thing is for them to keep hydrated, eat well nutritionally and stay fit," she said.

## KNOX WEATHER

### Today

#### Isolated T-Storms

HIGH 79°

LOW 64°



Precipitation chance: 30%

Sunrise: 6:21 a.m.

Sunset: 9:06 p.m.

### Saturday

#### Partly Cloudy

HIGH 81°

LOW 64°



Precipitation chance: 20%

Sunrise: 6:21 a.m.

Sunset: 9:06 p.m.

### Sunday

#### Isolated T-Storms

HIGH 80°

LOW 68°



Precipitation chance: 30%

Sunrise: 6:21 a.m.

Sunset: 9:07 p.m.

### Monday

#### Partly Cloudy

HIGH 83°

LOW 66°



Precipitation chance: 20%

Sunrise: 6:21 a.m.

Sunset: 9:07 p.m.

### Tuesday

#### Isolated T-Storms

HIGH 83°

LOW 67°



Precipitation chance: 30%

Sunrise: 6:21 a.m.

Sunset: 9:08 p.m.

### Wednesday

#### Partly Cloudy

HIGH 88°

LOW 69°



Precipitation chance: 20%

Sunrise: 6:21 a.m.

Sunset: 9:08 p.m.

### Thursday

#### Partly Cloudy

HIGH 91°

LOW 72°



Precipitation chance: 10%

Sunrise: 6:21 a.m.

Sunset: 9:08 p.m.

# Cadet balances roles as student, husband, father

By Roseline Twagiramariya

Staff Writer

Cadet Manuel Alejandro Tirado-Suarez is a father, a husband, a son and a full-time college student.

Back home in Puerto Rico, Tirado keeps a full schedule. A student at the University of Puerto Rico-Mayaguez, he attends classes in the morning and works in the evenings, is a member of the ROTC program and also takes care of his wife and two children.

Everyone at home calls him crazy for being involved in so many things at once. Tirado disagrees, however, and says that it is all about self-motivation.

"If you go into something thinking that it is going to be a lot of trouble at first, then you end up not doing it," he said.

"But instead if you put yourself up to it and push yourself, then you can make it happen."

At 32 years old and a native of Puerto Rico, he is not your average Cadet, and it is his unique background that already has others looking up to him as a leader.

Second Lt. Nicole Perrin, Tirado's squad tactical officer, has noticed his leadership qualities.



**Cadet  
spotlight**



**Cadet Manuel Tirado-Suarez maneuvers a board during the "destroyed bridge" obstacle at the Dunagen Team Development Course. Photo by Kristin Sherrard / Leader**

"He is stepping up," she said. "Sometimes, you look for the older people to take charge and lead from the front."

Tirado says his biggest surprise is how much he enjoys the

training, despite its difficulties. The preparation he received back at his university has proven useful.

"It has been greater than I expected because you can find yourself in situations that you never expected," Tirado said. "You can improve your intelligence, your toughness and your experience overall."

For the Cadet, his only difficulties through the course have been keeping up with the time restraints and the fact that everything is expected to be done swiftly. To avoid falling behind, he is learning how to think ahead and anticipate a situation.

Most people who meet Tirado, including his fellow Cadets and STOs, quickly learn that hard work is nothing new to him. Having completed and enjoyed the team development course Monday, Tirado said he definitely has a lot more to look forward to.

But while he is enjoying himself at LTC, Tirado can't help but miss his wife and kids back home. His oldest son, Alejandro, is 11 years old and has cerebral palsy and the youngest, a girl named Arianna, is 6 years old. Luckily, the STOs have been understanding and have given him opportunities to call home.

"First thing to a Soldier is family first," Tirado said. "First day I got here, they asked me if I wanted to call home and let them know that I am OK."

# 2nd Lt. from military family shines as natural leader

By Mark Payne

Staff Writer

Second Lt. Paul Tillman is towering over a fellow lieutenant and directing how to make a knot.

"Make a loop and pull the rope through it," he says in a calm, even-toned voice.

His voice is firm, but not harsh.

The newly commissioned officer is preparing for his role in teaching at the stream-crossing course.

Being a leader is something that flows through Tillman's veins.

"I come from a military family. My father was a career Army guy, he was an officer and my brother was in the Marine Corps," Tillman said.

Tillman describes himself as a natural leader.

"I had a natural tendency toward leadership stuff. I didn't mind public speaking, and stuff like that in school," he said.

Lt. Col. Thomas Leitch, of St. Bonaventure University in New York and officer in charge at stream-crossing, said his first impression of Tillman was professional and that he was a quality officer.

"When we started training to make sure everybody knew the specific jobs they had on the committee, he stepped up and said, 'Yes, I know those knots, I can start teaching those knots to the group.'"

Master Sgt. Michael Jackson, of Florida State University,

agrees.

"Second Lt. Tillman shows a lot of leadership, a lot of dedication. Not saying that the other lieutenants don't, but he is just one of those guys that just wants to get stuff done and wants to do it proficiently and expediently with good results in the end," he said.

Although Tillman didn't start college or join the military right after high school, he always knew an Army career was what he wanted.

"I grew up around the military and basically, from a young age, I knew I wanted to be in the military," he said.

So, when Tillman headed off from his hometown of McDonough, Ga., to Liberty University in Virginia, ROTC was an obvious choice.

"It allowed me to go to school and be in the military," he said.

ROTC helped Tillman get through college.

"First of all, being in ROTC instilled some discipline in me," he said.

Tillman says he would usually wake up at around 5 a.m. to participate in ROTC activities, while his roommates, who were not involved with ROTC, would wake up around noon.

Tillman said ROTC also provides other opportunities.

"Being able to work with people you don't know was a big, beneficial thing for me," he said. "That was, I think, the biggest thing I took away from ROTC."

The Leader's Training Course is Tillman's first assignment since his graduation May 9. Serving as a Soldier, he



**Second Lt. Paul Tillman runs the rope during a stream-crossing demonstration. Tillman will be teaching knots to Cadets at stream-crossing. Photo by Ryan Stone / Leader**

says, is different from college life.

"College life had a very lax schedule, even though I was in ROTC," he said. He describes his first two weeks at Fort Knox as very structured.

"Basically, I work, work out and sleep," he said.

Even though he is a little nervous about his first assignment, he is confident about his abilities to lead other people, and he feels he was trained to do so.

Tillman has some advice to incoming Cadets.

"Just don't be afraid to speak up and step out. That's the biggest thing that separates a lot of people that I've noticed in my time in ROTC," he said. "I would encourage them not to be afraid."

# Through the Lens

A weekly collection of images from the Leader's Training Course



Cadet Henry Chan side-steps across a cable while simultaneously pushing a rope away from him for balance while on the high ropes course. *Photo by Mackenzie Reiss / Leader*



Sgt. 1st Class Atchley pulls himself along a single rope 30 feet in the air toward the next series of high ropes obstacles at Where Eagles Dare. *Photo by Mackenzie Reiss / Leader*



Above, Cadet William Crimmins, from Arizona State University, is the first in his squad to reach the end of the SSG Gate's Culvert obstacle. *Photo by Mackenzie Reiss / Leader* Right, Lt. Elledge commands Shirnisha James, a JROTC Cadet from New Orleans, to look him in the eyes. Elledge talked James down the rappel wall Monday morning. *Photo by Ryan Stone / Leader*

