INFANTRY BUGLER

THE OFFICIAL PUBLICATION OF THE NATIONAL INFANTRY ASSOCIATION

75TH RANGER REGIMENT ISSUE

THE AMERICAN RANGERS

How a Name Became a Standard

BUILDING A CULTURE OF CARING

The Fundamentals of Great Teams

MASTERY IS GREEDY

How the Regiment Turns New Capability into Combat Power

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★ ARTICLES ★

★ DEPARTMENTS ★

ON THE COVER: U.S. Army Rangers assigned to Special Troops Battalion, 75th Ranger Regiment, conduct a 12-mile ruck at Fort Benning, Georgia. (U.S. Army photo by SGT Landon Carter)

Call for Submissions

Do you have an opinion concerning one of the stories in this issue? We would like to print your responses in our Letters to the Editor column. **Have you researched a topic that is of interest to Infantry Soldiers?** Submit it to us as an article for the *Infantry Bugler.* **Do you have personal experiences or valuable lessons learned that would benefit other readers?** Let us be your vehicle for delivering those thoughts. Send your submissions to *bugler@infantryassn.org.*

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From the Chairman

BG (Ret) Larry Burris

First up, I want to thank the Infantry School, the 198th Infantry Brigade, the 316th Cavalry Brigade and the Airborne and Ranger Training Brigade at Fort Benning for the recent outstanding Infantry Week they executed. The competitions—Best Mortar, International Sniper, Lacerda Cup, Best Jumpmaster and the Best Ranger Competition—were all first class events showcasing our Army's and our partners' best Infantry Soldiers and Rangers.

Events like Infantry Week are important to our branch and our profession. They give our Soldiers the opportunity to show off their technical, physical, tactical and mental prowess—reflecting directly on the units and leaders they represent. Congratulations to all the winners and to all those who were bold enough to volunteer to participate.

The focus of this *Bugler* edition is the 75th Ranger Regiment—our Army and the world's premier light infantry force. An all-volunteer force, the 75th Ranger Regiment is called upon to execute or support some of our nation's most important, risky and critical operations across the globe.

From the Revolution to World War II, Korea, Vietnam, Grenada, Panama, the Global War on Terrorism and most recently operations in South America and the Middle East, the 75th Ranger Regiment has always led the way. An elite unit many aspire to belong, but only a few make it.

It's important, that as leaders, we identify those Soldiers, NCOs and Officers in our units who demonstrate the desire and the skills required to be successful in the 75th and encourage them to try out.

I look forward to reading the articles in this issue. More importantly, I look forward to seeing as many of you as possible at the Infantry Ball on 12 June 2026 at the National Infantry Museum.

Thank you, as always, for your support to our Infantry Soldiers and our branch.

Follow Me!

From the President

COL (Ret) Robert E. Choppa

It is that time of year! Summer is approaching and we have school graduations, commissioning ceremonies, enlistment surges, permanent change of station moves, Infantry reunions and America's continued fighting in the Middle East. These are all constant and part of our Army lives.

I had the opportunity to speak at the University of Florida Reserve Officer Training Corps (ROTC) Commissioning last week. As I reflected on my remarks, I asked myself to focus on preparing them for their future fighting for America. As our Army and Infantry transitioned to focus on the Indo-Pacific Theater, I asked the new lieutenants if they had transitioned. They must mentally transition to focus on future combat. I challenged them to learn more about the Indo-Pacific theater. Learn about the theater's geography and people. Learn about the cultures, languages, religions, traditions and history (especially military history). Learn of the weather, terrain and populations. American Infantry has fought in China, Japan, Korea, Vietnam, the Philippines and lots of the Islands, and we should review those gunfights for lessons learned.

We must know our threats and enemies. We must know the size of their army and marines. We must know the number of Infantry and Armor Divisions. We must know the types of infantries and their primary weapon systems. We must know where they are located and where they will forward deploy. We must understand their partnerships and their relationships with neighbors and lessons learned from Laos and Cambodia's role in Vietnam. We must know their composition and disposition at every level. We must anticipate where we must focus, specialize and then make timely decisions to do so. We needed riverine forces in Vietnam. We needed jungle forces in Burma. We needed amphibious forces in Guadalcanal. We will need urban expertise in Manilla and will need it for the huge cities wherever we fight in the Indo-Pacific. We transitioned from mechanized forces to mule-supported forces in Burma. We integrated naval fires with ground fires. We used flamethrowers in Okinawa caves and tunnel rats in Chu Chi. We need to prepare our new leaders for their future.

Please join me in welcoming two new Directors on our National Infantry Association Board of Directors. COL (Ret) Anthony Judge and CSM (Ret) Jason Dein have joined our team. Please congratulate them on their new roles.

In addition, this past quarter we have been busy. We finished Infantry Week in April. The competitions were exciting and successful. We identified and awarded the Best Jumpmasters, Best Mortar Teams, Best Rangers, International Sniper Champions and the Lacerdo Cup (Combatives Champions). We have had two reunions and have three more over the summer. We will attend Ranger Rendezvous in June and host the Doughboy Dinner during Maneuver Week in September. We will participate in the Currahee Week in Toccoa and the Association of the United States Army Conference in the Fall. We'll attend many graduations, promotions, transfers of authority, changes of command and retirements. Please include us in your future endeavors.

We also want to thank you all for your continued support of America's National Infantry Association. We hope you all have a wonderful summer. We want to be part of it and hope you will visit us at the National Infantry Museum this summer. Our Infantry history is America's history. Your history is founded on our War of Independence. As this year we mark our 250th year of fighting for our freedom, we have several events we want you to attend. We hope to see you at the 2026 Infantry Ball, held at the National Infantry Museum on 12 June 2026. We also hope you can attend the Freedom Fest at the National Infantry Museum on 04 July 2026. These events were established to honor our Infantry. We have retirees, veterans and active-duty Infantrymen attend these events with their families. For more information and tickets to these events, please go to our website at www.infantryassn.org.

I am the Infantry! Follow Me!

From the Chief of the Infantry

BG Phillip Kiniery

THE VITAL ROLE OF RANGER-QUALIFIED NCOS IN LOSE COMBAT FORCES

Every Officer owes their success to a Noncommissioned Officer (NCO) in the Infantry. Infantry NCOs are the backbone of our formations, and as we train for large-scale combat operations, maximizing Ranger-qualified junior NCOs at the squad and platoon levels isn't just a priority, it's an absolute necessity.

We live this profession! Our formations are owed leaders who enforce standards from the front. Ranger School is the Close Combat Force's premier crucible for this standard. It is the only course that places an Infantry leader in a state of extreme deprivation and forges their ability to make lethal and tactically sound decisions for the hardest day of combat.

In close combat, a Ranger-qualified sergeant or staff sergeant is the force multiplier in the Rifle Squad. They train Soldiers until they cannot get it wrong, embodying a relentless drive to close with and destroy the enemy. This warrior ethos translates directly to unmatched lethality.

We know the potential of our enlisted ranks. In 2000, CMF-11 maintained 113 percent of required Ranger-qualified sergeants and 183 percent of staff sergeants. Current projections for 2026 show those qualified rates dropping to 34 percent and 83 percent, respectively. This is an opportunity to elevate our force. We must enable our enlisted talent reservoir to replicate past successes and provide our Rifle Squads with what they deserve.

To do this, we must optimize NCO pathways to Ranger School. We must proactively weave Ranger School into NCO career maps, balancing it smoothly with BLC and ALC.

The blueprint is clear: units like the 75th Ranger Regiment operate near 100 percent fill rates. Our charge is to distribute that tactical excellence across the conventional force. By increasing Ranger-qualified NCOs across all our formations, we elevate the baseline lethality of all Rifle Squads and Platoons.

Our Infantry demands stewardship. We must take ownership of this gap. True leadership means spending our rank to develop those we serve.

I am the Infantry! Follow Me!

From the 75th Ranger Regiment

COL Kitefre K. Oboho
Commander,
75th Ranger Regiment

The 75th Ranger Regiment exists to deliver disciplined problem solvers capable of worldwide response to conduct operations, resolve crises and set conditions for joint force victory.

Our purpose is clear, focused and relatively consistent since GEN Creighton Abrams, former Chief of Staff of the Army, conceived of the modern-day Ranger in 1974. At the heels of the Vietnam conflict, GEN Abrams envisioned a force characterized by superior training, discipline and cohesion; a force capable of performing tasks with its hands and weapons better than anyone; and a force guided by a charter demanding no "hoodlums or brigands" exist in the formation or risk disbandment.

We strive for excellence in everything we do, but Rangers are not perfect. We make mistakes, we face challenges, and we learn from our setbacks. It is this constant pursuit of improvement, this willingness to acknowledge our flaws and work towards becoming better, that defines us as much as our success on the battlefield.

The weight of these elevated expectations has long underpinned Ranger missions like Operation Urgent Fury in Grenada (1983), Operation Just Cause in Panama (1989), Operation Gothic Serpent in Somalia (1993), and Operations Iraqi and Enduring Freedom (2001-2021).

The center of gravity for the Ranger Regiment remains its non-commissioned officers who steward culture, embody the warrior ethos and enforce our standards. These same Ranger NCOs lead formations over the ramp and through the breach where their judgement, experience and temperament prove decisive in battlefield victory.

But critical to the Regiment's success is the individual Ranger who willingly bears the burden of living the Ranger Creed daily. From the oldest to the youngest Ranger in the formation, these like-minded enthusiasts who crave grit, shared hardship and purpose, subscribe to one standard: The Ranger Standard. They train when no one is watching, are led by leaders who correct small failures before they become habits and are supported by families who carry a hefty weight most will never see.

Many know the Regiment by reputation. It is a reputation built through decades of sacrifice, tough realistic training, honest after-action reviews, rehearsals aimed not at getting it right but until you can't get it wrong and the willingness to hold each other accountable even when uncomfortable.

This issue of The Infantry Bugler provides a deeper look at the 75th Ranger Regiment to erase some of the mystique which accompanies that reputation. The first article describes the origin of Rangers and why the name has always carried weight. The second examines what the next fight may demand from the Regiment and the work ethic required to keep the fundamentals sharp while new tools, methods and threats continue to change the battlefield. The final article provides a perspective from the 21st Regimental Sergeant Major on our most important resource: the people who make our success possible.

Since inception, the Regiment has never had the luxury of remaining motionless. Adversaries adapt and so must we. The battlefield punishes those who are slow to learn and those who refuse to work in the dark. New technologies matter today more than ever, but they cannot compensate for poor leadership, weak teams or units ungrounded in the basics. These technologies work best when placed in the hands of Soldiers who can shoot, move, communicate, think and lead under duress.

Every Ranger, civilian staff and Ranger family carries the responsibility of sustaining the Ranger legacy. A legacy forged by Darby, Rudder, Lomell and Hall to ensure the Regiment can always provide the right force to the right place at the right time to deliver the right effects. All to ensure that when the nation calls, Rangers will always be prepared to lead the way.

Rangers Lead the Way.

★ ★

COL Kitefre K. Oboho is the commander of the U.S. Army's 75th Ranger Regiment. He's held various leadership positions throughout the Army and within the Regiment, and previously commanded the 3rd Ranger Battalion.

BY MAJ JUSTIN WRIGHT

PART I: ORIGINS

THE AMERICAN RANGERS

How a Name Became a Standard

Rangers are not defined by when they were created, but by when they are called. Whenever the mission is hard, time is short, and failure carries the weight of real consequences, the Army has a habit of reaching for the same name.

The modern Army Rangers took form in World War II. In 1942, the Army needed a formation built along British Commando lines for raids and hard Infantry work in Europe. MG Lucian Truscott helped push the idea forward to create one.

But what to call such a unit?

"Commandos" was out of the question, as it belonged entirely to the British.

They chose "Ranger" instead, drawing on an older American tradition that already carried the right meaning: soldiers expected to move farther, live rough, act on their own judgment and fight well when conditions turned bad.

Rangers assigned to the 1st Ranger Battalion, 75th Ranger Regiment, conduct dense urban warfare training exercises at a training facility in Georgia, 3 April 2025. *(U.S. Army photo by SPC Samuel Dreher)*

Army heritage traces that tradition through Benjamin Church, Robert Rogers, Daniel Morgan's riflemen, Francis Marion's partisans and other early American formations that operated on the edge of the main force. The wars were different, and the terrain was different, but the demand was all-too familiar: Move through hard country. Find the enemy. Strike first. Keep going when support is thin and conditions are worse than planned.

It was special operations in its earliest form.

World War II gave the name its modern form. Darby's Rangers in North Africa. Rudder's men at Pointe du Hoc. The 5th Ranger Battalion at Omaha Beach. The 6th Ranger Battalion at Cabanatuan. These units did hard things under immense pressure, and that pressure solidified the name into something concrete. A foundation for identity.

Suddenly it was clear. The Army could use Rangers for assaults, raids, infiltration and missions that demanded speed and nerve. From the beginning of WWII, the name Ranger was tied to performance.

The Army has always had capable Infantry. Rangers became the answer to a narrower question: what happens when the mission requires a unit purpose-built for speed, endurance and operating beyond immediate support?

The requirement for such a specially designed unit never went away, and when war broke out on the Korean peninsula, the Army again formed Ranger companies for scouting, patrolling, raids, ambushes, spearheading assaults and conducting counterattacks to regain lost ground.

The fight had changed, and so the formation adapted with it. Ralph Puckett's company at Hill 205 and the "Buffalo Rangers" at Hill 581 remain two of the clearest examples of not only valor in action, but in the outsized impact that Rangers could have on an operation, keeping the name alive after World War II.

Vietnam further refined the meaning of the name with long-range reconnaissance patrols and related formations which carried the Ranger tradition through an evolving battlefield. In 1969 the Army reorganized the 75th Infantry as a parent

regiment. Fifteen Ranger companies came out of that decision, with 13 serving in Vietnam through 1972. The jungle, the dispersion and the constant problem of finding the enemy before he found you were hallmarks. These new Rangers worked in small teams, far from support, and placed a premium on fieldcraft, judgment and staying steady when things went wrong.

However, a new problem emerged in the aftermath of Vietnam, and suddenly the Army was not just adapting to a battlefield. It was rebuilding standards.

In 1974, GEN Creighton Abrams directed the formation of a Ranger battalion. His guidance was direct. Rangers had to be light, highly capable and visibly better at their work, wherever they went. The Army needed a hard example of Infantrymen who could shoot, move, lead and hold the line when standards were slipping elsewhere. Abrams brought Rangers back because the institution still required the kind of formation that the Ranger name had come to represent.

The modern Regiment grew from there and was tested quickly.

Elements of the battalions were involved in the Iranian hostage rescue era. Then came Grenada in 1983. Rangers spearheaded Operation Urgent Fury with a low-level parachute assault to seize Point Salines Airfield and rescue American citizens. Panama followed in 1989, where Rangers made simultaneous parachute assaults onto key airfields and objectives at the opening moments of Just Cause. Rangers arrived fast, seized key ground and opened the door for the larger force.

But, where those operations demonstrated the effectiveness of speed and shock, Somalia tested something harder: what happens when the plan breaks.

In 1993, Rangers deployed as part of Task Force Ranger in Mogadishu, conducting repeated missions to capture members of Aidid's network. The battle of 3–4 October is remembered for its cost, and it should be. It should also be remembered for how Rangers fought. They did not quit. They did not leave

U.S. Army Rangers assigned to 1st Battalion, 75th Ranger Regiment, conduct urban assault training at a training facility, Georgia, 2 April 2025. *(U.S. Army photo by Spc. Sam Dreher)*

Rangers assigned to the 1st Ranger Battalion, 75th Ranger Regiment, conduct dense urban warfare training exercises at a training facility in Georgia, 3 April 2025. *(U.S. Army photo by SPC Samuel Dreher)*

their fallen. They continued to fight in a dense urban battle long after the plan broke down and conditions tightened. Somalia tested Rangers in public, under pressure, and at close range. It also left hard lessons in urban raiding, joint integration, casualty response and battlefield resilience that shaped the Regiment for years to come.

That is, until the morning of 11 September 2001.

In an instant, the very nature of war as America knew it flipped on its head.

And the Rangers adapted accordingly.

Early operations included the airborne assault on Objective Rhino in Afghanistan in 2001 and Objective Serpent in Iraq in 2003. Those were visible markers, but the larger shift came after, as the Regiment rapidly evolved from a force built primarily for short-notice contingency missions into one capable of sustaining continuous combat operations across multiple theaters. The activation of the Regimental Special Troops Battalion in 2006 and the Regimental Military Intelligence Battalion in 2017 reflected that change. So did two decades of raids, joint integration, partner operations and constant deployment. The battlefield demanded a force that could do more, for longer, at greater distance, so that is what the Ranger Regiment became.

Each Ranger formation reflected the problem in front of it.

World War II Rangers were built for assault and raid. Korea's Rangers operated as forward light Infantry in a fluid conventional fight. Vietnam Rangers focused on deep reconnaissance and small-team survival. Abrams' battalions restored hard performance standards after Vietnam. Grenada and Panama demonstrated rapid seizure of key terrain. Somalia sharpened urban combat and joint integration. And the post-9/11 Regiment became a continuously employed raid force capable of sustained operations over time and distance.

The Ranger Creed is clear about what Rangers are expected to do: arrive at the cutting edge of battle by land, sea or air; move further, faster and fight harder than any other Soldier; shoulder more than their share of the task; never leave a fallen comrade; complete the mission. That expectation was built over time, earned in war after war, under different conditions, against different problems. Each generation inherited it and proved it again.

The name carries that expectation forward. The battlefield will keep changing. The tools will keep changing with it. The Army will still need formations that can move fast, endure pressure and remain effective when the plan breaks down.

What gave the name its weight was never the title itself. It was the repeated willingness of Rangers to step forward when the mission was hard, time was short, and the cost was real. That expectation remains.

★ ★

MAJ Justin Wright serves as the Regimental Public Affairs Officer for the 75th Ranger Regiment.

U.S. Army Rangers assigned to 2nd Battalion, 75th Ranger Regiment, catch a ride on a CH-47 helicopter heading towards a training objective, at Joint Base Lewis-McChord, Tacoma, Washington, 20 February 2025. *(U.S. Army photo by SPC Sam Dreher)*

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PART II: ADAPTATION

MASTERY IS GREEDY

How the Regiment Turns New Capability Into Combat Power

Mastery is Greedy.

It wants time. It wants monotony. It wants energy. Rangers don't become reliable in a fight because they train until they get it right, they become reliable because they train until they can't get it wrong. They become reliable through repetitions, failure, correction and another repetition after the correction. Leaders must watch closely enough to catch small errors before they become habits. Teams must perform when they are tired, cold, rushed and under pressure.

The basics of close combat have always worked this way. Physical training, marksmanship, casualty care, small-unit tactics and mobility do not stay sharp on their own. Rangers have to return to them again and again.

Innovation is greedy, too.

A new tool does not become useful because it was briefed well or demonstrated once under controlled conditions. It takes time in the hands of Soldiers. It takes broken equipment, missed approaches, bad assumptions, safety reviews, rewritten procedures and leaders willing to decide what actually improves the way a unit fights.

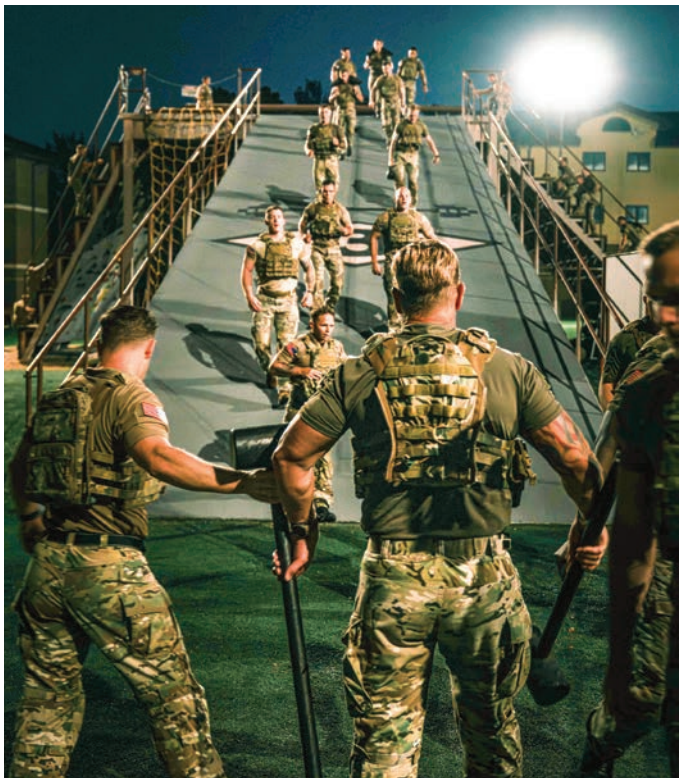
That creates a hard problem for combat formations. The skills that have always mattered still require time. The tools required for the next fight also require time. The calendar does not expand because the battlefield changes.

The Regiment did not choose between fundamentals and innovation. It built a system to protect both.

The 75th Ranger Regiment feels that tension every day.

The problem is not lack of effort. Good units often carry too much for too long because their people will find a way. Rangers are inclined toward the mission. They will absorb more training, more requirements, more change and more risk because they believe the work matters. That willingness is one of the Regiment's strengths. It can also hide the cost.

At first, the cost is hard to see. The unit still performs. Training still happens. New equipment arrives. Leaders solve the problem in front of them. Over time, repetitions get thinner. Recovery gets compressed. Collective training loses depth. New tasks are layered on before old skills are sustained. Professionalism begins to cover for a design that asks too much of the same people in the same amount of time.



Rangers assigned to the 75th Ranger Regiment conduct morning physical fitness on the "Punisher" obstacle course at Fort Benning, Georgia, 11 Sept 2025. *(U.S. Army photo by SSG David Soflin)*

That is not a durable way to prepare for war.

The answer is not to reject new capability. The answer is to make it earn its place. New tools must solve tactical problems. They must be tested under conditions that resemble combat. They must come with understood risk, trained operators, sustainment plans and procedures that small units can use. If they cannot meet that test, they remain a distraction.

Robotics and un-crewed systems reveal this tension clearly because they demand both innovation and discipline. They are new enough to require experimentation, but dangerous enough to require standards, training, certification and leader oversight. The Regiment's answer was to build a pathway that allowed new capability to mature without forcing small units to absorb every new requirement as another tax on time.

Small units across the force are experimenting with drones,

first-person view systems, payloads, sensors and ground robotics. That work matters. Recent battlefields have shown that units must see, sense, strike, protect and adapt faster than their enemy. But the lesson is not to buy more drones and hope capability follows. The harder lesson is to build a system that turns useful tools into repeatable combat power. This means not just hardware, but standards, training pathways and, yes, even inspections.

The Regiment began investing in robotics in 2018 because the operational demand was already clear. Early work focused on bringing uncrewed systems into small-unit employment and developing sound standards for their use. By 2024, that work had outgrown isolated employment. The Army was pushing industry to produce more drones and searching for ways to deliver them across the force. Availability was no longer the only problem. Units needed control measures, certification pathways and trained operators who could turn those systems into lethal capability quickly and safely. The Regiment established the Robotics Centrally Managed Program to codify the system, manage increased risk and enable rapid capability development across the formation. The program connects Rangers employing un-crewed systems at the tactical level with the Regiment's requirements, acquisition and integration efforts. Its purpose is practical: standardize what works, certify risk, capture operator feedback and return usable lessons before new capability becomes another unmanaged burden on the force.

That matters because an innovation cell can produce ideas. A motivated team can build prototypes. A talented operator can make a system look effective during a demonstration. Combat formations need the full path: battlefield problem, tested solution, trained operator, certified risk and small-unit employment.

The Robotics Lethality Course is one example of that path. The course provides a pathway to lethal employment by training Rangers to build, maintain, troubleshoot and employ robotic systems under pressure, with the same seriousness and familiarity they apply to correcting a malfunction on an M4. Students train on flight, reconnaissance, building clearance, system teaming and small-unit battle drills, all toward one purpose: making lethal robotic effects usable, repeatable and responsible inside maneuver training.

That requires more than knowing how to fly. Operators must understand the technical factors that govern employment: flight paths, attack geometry, payload effects, fragmentation patterns, minimum safe distances, surface danger zones and the relationship between lethal effects and friendly maneuver space. They learn to call for fire with UAS, receive fire missions as an attack team, employ one-way attack systems in a close air support role and understand the weaponeering solution they are applying as part of a live maneuver problem.

The goal is to produce operators who can support maneuver with lethal robotic effects while reducing risk to friendly forces. Mastery of these basics creates tighter employment windows, gives maneuver elements more usable space and allows commanders to better understand the risk they are accepting. The course culminates in live strikes because only realistic employment reveals the problems that classrooms, static ranges and demonstrations often conceal. A capability that cannot be employed safely and repeatedly under combat-like conditions is not ready for the force. When done correctly, lethal robotics extend the reach, precision and tempo of the ground force.

The Regiment's experience offers one model for reducing that tension: protect the fundamentals, test new capability honestly, certify risk, train operators deliberately and return usable lessons to the formation before innovation becomes another burden on the force.

The Robotics Lethality Course is the example. The larger lesson is how combat formations should absorb new capability.

First, new capability has to stay tied to the tactical problem. A drone is useful only if it helps a unit find the enemy, protect the force, extend reach, strike at the right time or create an advantage during a fight. That requires Infantrymen, engineers, explosive ordnance disposal technicians, aviators, acquisition professionals, testers and vendors to work from the same problem set. The

Rangers from the 75th Ranger Regiment prepare to perform an airborne jump during routine training at Fort Benning, Georgia, 19 March 2026.
(U.S. Army photo by SSG David Soflin)

warfighter has to stay at the center.

Second, commanders must understand the risk they accept and be more aggressive on accepting that risk.

When units modify systems, integrate payloads or employ explosives and initiators in new ways, enthusiasm is not enough. Commanders need safety data, mitigation measures and residual risk assessments. A safety release from the proper technical authority gives commanders a clearer view of the configuration, the hazard and the conditions for use. It does not remove risk. It makes risk visible enough to make informed decisions, accept risk and move the formation forward.

Third, drone employment cannot be treated as an additional duty if a unit expects real capability.

An FPV pilot is not simply a Soldier who flies in spare time. They have to maintain aircraft, configure systems, understand payloads, establish a drone firing position, troubleshoot under pressure, support a battle drill, recover, reset and do it again. That requires selection, training, sustainment and leader oversight. If the formation treats the task casually, the result will be casual capability.

This is where the basics and new capability meet.

The Regiment cannot afford atrophy in the fundamentals. It also cannot wait for perfect answers from outside the formation. The next fight will not pause while the Army builds ideal structures, writes perfect doctrine or fields mature systems to every unit. Formations have to build practical competence now, with the people, time and authorities available.

That does not mean every battalion should invent its own answer in isolation. Units closest to the tactical problem have to move. Higher headquarters have to build the connective tissue that keeps speed from becoming chaos. In the Regiment, that connective tissue includes training standards, training circulars, certification pathways, master trainers, safety processes, acquisition feedback and training and courses that force new capability to survive practical use.

A U.S. Army Ranger assigned to 3rd Ranger Battalion, 75th Ranger Regiment, conducts room clearance by piloting a small unmanned aerial system during a live-fire exercise at Fort Benning, Georgia, 15 May 2025. *(U.S. Army photo by SPC Luke Sullivan)*

A U.S. Army Ranger assigned to 2nd Ranger Battalion, 75th Ranger Regiment, prepares to launch a lethal small unmanned aerial system during a platoon live-fire exercise at Joint Base Lewis-McChord, Washington, 6 June 2025. *(U.S. Army photo by SPC Luke Sullivan)*

The larger lesson is simple. New capability cannot live on the margins forever, dependent on a few enthusiasts. It also cannot be pushed across a formation before leaders understand where it adds value. One approach creates a hobby and the other creates another requirement. The better method is focused experimentation, honest assessment, certification where risk demands it and deliberate integration once a capability proves useful. Some tools belong in specialists hands. Others will change how squads, platoons and companies fight. Leaders have to know the difference.

Mastery is greedy, but innovation is greedy as well. Both compete for the same calendar, the same leaders, the same Rangers and the same training space. Pretending otherwise only shifts the cost to the formation.

The Regiment's responsibility is to make hard choices about what deserves time, then build the systems that turn those choices into combat power.

The basics still decide whether a unit can fight under pressure. New tools can extend what that unit can do. One cannot replace the other.

★ ★

CPT Francesco La Torre serves as a Program Manager for the 75th Ranger Regiment's Robotics Centrally Managed Program (Robotics CMP)

MSG Jason Bradley serves as a Program Manager for the 75th Ranger Regiment's Robotics Centrally Managed Program (Robotics CMP)

BY RSM CHRIS MASTERS

PART III: PEOPLE

BUILDING A CULTURE OF CARING

The Foundation of Great Teams

U.S. Army Rangers assigned to 2nd Battalion, 75th Ranger Regiment, receive their AAR after conducting a live fire exercise, at Yakima training facility, Yakima, Washington, 19 March 2024. *(U.S. Army photo by SSG David Soflin)*

I thought it was constructive criticism, but as I watched the tears stream down my eight-year-old son's face, I knew my words had hurt him. He said, "Dad, are you not proud of me?" I had harped on his performance practice after practice and today, this moment, it broke him—and me. He had all the tools physically, blessed as an impressive athlete—fast, physical, strong, smart. I had high expectations and demanded more from him. I wanted him to work harder, be more focused, anticipate, lead and be a good teammate. I simply wanted him to be the best version of himself as an athlete and as a person.

After watching him struggle through emotions, I needed a different way to communicate and to reach him. Together we sat around the dinner table and scrambled words, attributes, that would empower him to grade himself on and off the field. I took a different approach which enabled him to have fun—while I supported him and helped him learn and grow. We played with words for a few days and developed an acronym to help a young boy remember—TACKLE.

I realized this was more than an acronym, the framework applied to every team I've ever been a part of—whether on the field, in the Army or in life.

It's a way of thinking, a way of behaving and a way of living that reflects the fundamentals of a good team. It's about building character, caring, fostering trust and creating a culture where people thrive.

TACKLE: The Fundamentals of a Good Team

1. Teammate—Be a good one.

Being a good teammate isn't about being liked. It's about being reliable, trustworthy and committed to something bigger than yourself. Trust isn't built in the grand gestures; it is built in the margins. It is built when you take out the trash, clean the gear or stay late to help someone prep, knowing you won't get any credit for it. It's about showing up for the people around you, especially when the work is unglamorous and hard.

It's about relationships. You can tell a lot about someone by how they treat others

A U.S. Army Ranger assigned to 3rd Battalion, 75th Ranger Regiment, has his parachute inspected by a jump master before performing an airborne operation, at Fort Benning, Georgia, 24 Oct. 2024. *(U.S. Army photo by MAJ Justin Wright)*

U.S. Army Rangers assigned to 3rd Battalion, 75th Ranger Regiment, prepare to board an aircraft after having their equipment inspected by a jumpmaster, at Fort Benning, Georgia, 24 Oct 2024. *(U.S. Army photo by MAJ Justin Wright)*

who have nothing to offer them in return. You give selflessly and strive to be the best for the team; you check your ego at the door. It's not about perfection. It's about anticipating the needs of the person to your left and your right, shouldering the burden when they are weak and violently refusing to let each other fail.

2. Attitude—You control yours.

Attitude is a choice and positivity goes a long way. In this profession, choose to show up every day ready to be the best version of yourself, even when the mission is uncertain, the training is monotonous or the conditions are tough.

The same is true in life. A good attitude doesn't mean ignoring the hard parts—it means facing them head-on with the mindset that you can overcome them. It means being the kind of person who brings positivity and resilience to your team, your family and your community.

3. Coachable—Learn from your mistakes, accept responsibility

If you think you've arrived, you're in the wrong business. Being coachable means being open to feedback, willing to learn and committed to getting better every single day.

This applies to every role in life. Whether you're a leader, a follower or a teammate, being coachable means recognizing that you don't have all the answers and being willing to grow.

4. Kinetic—Move to friction

Being kinetic means taking action, seizing the initiative. It means moving to the sound of the guns, moving to the friction and stepping up when something needs to be done. If you fail, move forward, dust yourself off and go again.

In life, this translates to being proactive. You take responsibility for your actions, solve problems and be the person who steps up for your team, your family and your community. It's ownership, preparation and self-discipline. Here is something I know I am supposed to do that I really don't want to. Can you make yourself, do it?

5. Leader—Be present and engaged.

Leadership isn't a position; it's a responsibility. In the Regiment, every person is expected to lead—whether you're a private in your first week or a command sergeant major with decades of experience.

But leadership isn't just about giving orders. It's about being the example—you demonstrate this in your performance, character and competence. Humility is not thinking less of yourself, it's thinking of yourself less. You give selflessly to your teammates, take care of your people and hold yourself to the same standard you expect from others.

6. Effort—100%, and then some.

Effort is the greatest equalizer. It's the one thing you can control, no matter the circumstances. In this unit, we prioritize training, embrace the monotony of repetition and put in the work to ensure we're prepared for the demands of any mission. We must be disciplined in all we do. Visualize failure and practice until you can't get it wrong—excellence is a series of small things done well deliberately, over and over and over time.

In life, this means showing up for the people who matter most. It means putting in the effort to be a better teammate, a better leader and a better human being.

Developing Character

A good team doesn't build itself. It requires leaders of character who are willing to invest in their people, hold them accountable and model the behaviors they expect.

Leadership in a culture of caring isn't about perfection—it's about progress. It's about creating an environment where people feel safe to fail, supported to grow and challenged to be better.

We have a responsibility to set the tone for our teams. We must care enough to enforce standards, to address substandard performance and to hold ourselves accountable to the same expectations we set for others.

But leadership isn't just about what we do— it's about who we are. It's about building our own character so that we can inspire others to do the same.

U.S. Army Ranger Assessment and Selection Program (RASP) candidates assigned to 75th Ranger Regiment, receive instruction from cadres during marksmanship training, at Fort Benning, Georgia, 9 September 2024. (U.S. Army photo by SSG Landon Carter)

Building a Culture of Caring

A culture of caring doesn't happen by accident. Groups of people with the right qualities add up to be more than the sum of individuals. This type of culture is forged in the fire of shared hardship, sustained by character and tested in our most vulnerable

moments, whether that's during a combat operation or across the dinner table from a heartbroken eight-year-old.

Culture is fragile. It requires constant effort, self-reflection and a willingness to grow. But it's worth it. Because when you get it right, you create an environment where people want to show up, where they feel challenged to be better and where they know they belong. You realize that you don't build a great team by breaking its people; you build it by tackling the friction together.

The Ranger Creed holds a sacred promise: *I will never leave a fallen comrade to fall in the hands of the enemy.*

That isn't just a promise for the battlefield. It's a promise for life. It is a commitment to catch the people around us when they stumble, to push them to be their best and to have the humility to let them do the same for us.

Whether you are raising a child, leading a squad or building a company, the mission remains the same. Show up for each other. Lead with character. Refuse to let each other fail.

"Be proud but never satisfied."

— COL Ralph Puckett

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CSM Chris Masters is the Regimental Command Sergeant Major for the 75th Ranger Regiment. A life-long Ranger, he has served in every enlisted Infantry leadership position in the 75th Ranger Regiment and was previously the 3rd Ranger Battalion's Command Sergeant Major.

BY CARLY GROB

RANGER HALL OF FAME REVITALIZED AT THE NATIONAL INFANTRY MUSEUM

Since opening the doors at its current location in 2009, the National Infantry Museum has held a straightforward mission: honor Soldiers of the past, present and future. That mission takes many forms, from hosting basic training graduations and leader development courses to welcoming veterans, students and community groups.

One of the museum's most impactful tools is its immersive galleries. For example, the signature feature of the museum titled, The Last 100 Yards, conveys eight pivotal moments through Infantry history, chronicled in a completely immersive audio and visual landscape of modeled lifelike figures and genuine battle vehicles.

This April, one of the more exclusive galleries—the Ranger Hall of Honor—received a targeted refresh. The gallery serves as a glimpse into U.S. Army Ranger culture, the 75th Ranger Regiment, and highlights those individuals inducted into its prestigious Hall of Fame. The gallery reopened just in time for the 2026 Best Ranger Competition, allowing guests and competitors to experience the updates while the Rangers of today were engrossed in a grueling three-day challenge at Fort Benning.

A notable addition is a Best Ranger Competition exhibit developed with the National Ranger Association and Ranger Memorial Foundation. The competition, named for LTG David E. Grange Jr., is held every year to test Ranger-qualified Soldiers and determine the military's top two-person team. The carefully selected gear and imagery represent the competition's demands and achievements including a limited-edition trophy pistol made only for the winners. This exhibit will be updated annually to honor the newest champions and encourage those willing to subject themselves to the challenge.

Another highlight is the enhanced exhibit honoring COL Ralph Puckett Jr., the longest-serving Honorary Colonel of the Regiment. To illustrate the magnitude of his distinguished honors, his Medal of Honor and South Korea's highest military honor, Taeguk Order of Military Merit, stand-alone in the gallery. Before his passing in April 2024, Col. Puckett was the last living Korean War Medal of Honor recipient and a constant presence alongside Rangers training at Fort Benning and deploying across the globe. As his widow, Jeannie Puckett, quoted in his memorial dedication, "Ralph was never worried because he knew the Rangers had his back." This addition gives guests a richer understanding of the legendary Ranger's Ranger.

The Ranger Hall of Honor now showcases objects as they relate to the lineage of the elite special operations force from Rogers' Rangers to the beaches of Normandy and today. Along one wall, battle-worn objects form a chronological display that complements the broader historical narrative presented throughout the gallery. Among the unique pieces, a hand-painted 5th Ranger Battalion barracks sign from World War II serves as a tangible reminder of Ranger Regiment's legacy forged during one of history's most defining conflicts.

As Ranger history continues to expand, it is critical that the museum reflects those changes and honors not just the Rangers that came before but accurately captures the energy of the current U.S. Army Ranger population. In doing so, the museum continues its mission to honor the past, represent the present and inspire the next generation. ★

The Order of Saint Maurice (Peregrinus) was presented to CSM Rome Kuusik (Estonia) and SGM Gilbert N. Mugo (Kenya) on 10 March 2026 at Fort Bliss, Texas. Both are international military students at the SGM Academy.

On 20 March 2026, on the occasion of his retirement ceremony, the Order of St. Maurice and the Order of St. Michael were presented to Dr. Jay Brimstin in the Medal of Honor Room in Building 4, Fort Benning, Georgia.

On 30 April 2026, United States Army Garrison Alaska recognized CSM Roberto Francoangulo with the Order of St. Maurice for more than three decades of unwavering service and commitment to the Infantry community. Pictured left to right: COL John Campbell, Fort Wainwright Garrison Commander; Francoangulo, and 1SG Corey Dougherty, Headquarters and Headquarters Company, USAG Alaska First Sergeant.

On 5 March 2026, Mr. Jimmie Hallis, Chief Curator at the Airborne & Special Operations Museum (ASOM) in Fayetteville, North Carolina, was presented the Order of Saint Maurice (Civis) by CSM(Ret) Chris Lewis and his wife Mrs. Mikey Lewis.

On 28 November 2025, LTC (Ret) Richard W. Wood was presented the Order of St. Maurice. The award was presented virtually by COL (Ret) Gregory Camp for in recognition of LTC (Ret) Wood's 95th birthday.

★ NEWS & AWARDS ★

On 6 April 2026, SGM Torsten Steinberger and SGM Christian Anglet received the Order of Saint Maurice (Peregrinus) at Fort Bliss, Texas. They are international military students from Germany enrolled in the Sergeant Major Course (Class 76).

SSG Christopher Papamichail presented The Order of Saint Michael (Seraphim) to Efstratios G. Terzis from Hellenic Army SF at X-35 Airborne School (National Parachute Test Center) in Dunnellon, Florida on Airborne Event "Operation Valiant Belle" conducted by 22 Mohawks for Veterans.

The Mississippi Rifles Chapter National Infantry Association held its annual Retiree Catfish Fry 21 April 2026 at the SGT Timothy R. Osbey Readiness Center, McComb, Mississippi. At the event, the Chapter held an Order of St. Maurice ceremony and awarded four Order of St. Maurice Medals. Receiving the Order of St. Marice Centurion Level was COL (Ret) Clyde Hill, LTC (Ret) Clyde Conerly and LTC (Ret) Tony Ard. Receiving the Order of St. Maurice Civis level was author Grady Howell. Also, in attendance was TAG-MS MG Bobby Ginn, SEL-MS CSM Shane Cook, 155 Brigade Commander COL Chris Cooksey and 1-155 CAB CSM Mark Rouse. Conducting the ceremony was BG (Ret) Scott Woods.

On 3 March 2026, COL (Ret) Thomas Hanson PhD was inducted into the Order of St. Michael Airborne (Angelic) at the Senator Pat Roberts Room, U.S. Army Command and General Staff College. Dr. Hanson served as an enlisted soldier and NCO in the 101st Airborne Division during Operation Desert Shield/Desert Storm, later returning to command a company in the Second Brigade/502nd Infantry Regiment.

On 6 May 2025 in Warren, Michigan, Michael Dunne was awarded the Order of St. Maurice. For nearly two decades, Dunn served in various roles both in uniform and as a civilian within Project Manager Stryker Brigade Combat Team.

On 7 March 2026, CSM Jason Rost, the Minnesota National Guard's senior enlisted leader, was inducted to The Order of Saint Maurice by SGM Christopher Reed at the Cedar Street Armory in Saint Paul, Minnesota. (Minnesota National Guard Photo by SGT Abbygail Heinen)

On 8 April 2026, Mr. Billy Way presented the Order of Saint Maurice to SGM Cornell Evans Jr. (Cohort) and Mr. Martin McCarty (Centurion) at Fort Bliss, Texas, in recognition of their outstanding contributions to the Infantry.

On 14 April 2026 at Fort Bliss, Texas, MSG Glen West received the Order of Saint Maurice, Cohort level, from SGM Jarrett Bearden, in recognition of his exceptional contributions to the Infantry.

On 27 February 2026, LTC (Ret) Jason Norquist received the Order of St. Michael.

On 18 February 2026, the Order of Saint Maurice was presented to SGM Lourdes M. Barragan and SGM Michio Fujita at Fort Bliss, Texas. Both serve as instructors at the Sergeant Major Academy.


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