



**GO FOR BROKE ASSOCIATION**  
 P.O. Box 88234  
 Honolulu, Hawaii 96830-8234  
 2015 March



**38<sup>th</sup> ANNUAL GO FOR BROKE ASSOCIATION MEETING/DINNER**

The annual meeting and dinner is at the Hale Koa Hotel on Saturday at 1730 hrs 09 May 2015. Deadline for signing up is April 23, 2015. Contact your Squad Leader for additional information. Also, you can obtain contact information by going on the Go For Broke Assn website <<http://goforbrokeassn.org>>

Our keynote speaker is General David Bramlett, USA, Retired. Before retiring in 1998, General Bramlett commanded United States Army Forces Command, after serving as Deputy Commander in Chief and Chief of Staff, U.S Pacific Command. He is a 1964 graduate of the U.S. Military Academy, and his first assignment was as a platoon leader in B Company, 1<sup>st</sup> Battalion, 14<sup>th</sup> Infantry, 25<sup>th</sup> Infantry Division, Hawaii and serving in Vietnam from 1965 to 1966 with the 25<sup>th</sup>. His second tour from 1968 to 1969 was as a company commander of C Company, 2<sup>nd</sup> Battalion, 327<sup>th</sup> Infantry of the 101<sup>st</sup> Airborne Division.

He is currently president of the Hawaii Army Museum Society, and serves as an adjunct professor at Hawaii Pacific University, teaching graduate seminars in U.S. Military History, the American Way of War, and War Literature.

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**BATTALION COMMANDER’S MESSAGE**

Introducing Lieutenant Colonel (LTC) Kenneth Jr. Tafao, as the 100<sup>th</sup> Bn, 442<sup>nd</sup> Inf Reg Commander after enlisting in 1987 as a private on the island of Tutuila, American Samoa, is of Polynesian ancestry from the Island of Tutuila, American Samoa. Born and raised in village of Malaeimi, American Samoa.

LTC Tafao graduated from the University of Hawaii at Manoa and was commissioned as a 2<sup>nd</sup> Lieutenant, Infantry Officer, through the University of Hawaii at Manoa ROTC program. LTC Tafao holds a Bachelor’s degree in Biology from the University of Hawaii at Manoa and Post Baccalaureate degree in Secondary Education from the University of Phoenix.

Lieutenant Colonel Kenneth Tafao’s military education includes Infantry Officer basic course, Maneuver Captain Career Course, 25 ID Air Assault Course; and Intermediate Level Education and Advance Operations Course from the United States Army Command and General Staff College.

LTC Kenneth Tafao is a Military Technician with the 9<sup>TH</sup> Mission Support Command. He and his wife Jessica Ann Tafao Dias, have three Children, Diego, Joaquin, and Viggo.

Go For Broke

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**GO FOR BROKE ASSOCIATION WEBSITE**

Hey, we got a website.

On February 2014, the Go For Broke Association posted its website to provide and share information with its members and others interested in the 100<sup>th</sup> Battalion, 442<sup>nd</sup> Infantry Regiment USAR. Go to <http://www.gfbassn.org> and visit our new website. Please review the information and if there are any amendments please fill out the contact form and send your request. Also, if you have any ideas to improve our website, no hold back, Go For Broke. We are interested in your feedback and stories. Any stories (good ones) about your reserve experience, or your combat experience.

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## **GO FOR BROKE ASSOCIATION 37<sup>TH</sup> ANNUAL MEETING DINNER**

BG Paul Lister (Ret) Speech on 10 May 2014:

First, let me say a huge Mahalo to the Association for inviting me to be your speaker this evening. I proudly carry my life membership card in my wallet and it is a great honor to be asked to share some of my thoughts with you.

There probably should be one disclaimer at the outset. As I have gotten older, I have become more emotional. One is supposed to become more hardened as time goes by, but maybe it is the advent of grandchildren that has caused this but some of the things I will speak of this evening are emotionally important to me. So if I tear up and get all blubbery, please just write it off to senility.

Martha and I left the Islands in 1996 for me to pursue a long-time dream – to teach at the end of my career. When I was offered the chance to become a professor of business and to administer the Reagan Leadership Program at Eureka College in Illinois, I knew I had to do it because another such chance might not come my way.

My time at Eureka was all that I had hoped for and a whole lot more. That lot more included two unique opportunities that, in retrospect, I see as gifts. The first of these challenges that became gifts came about in 2003 when I was asked to take over the presidency of the college at a time when it was about to go bankrupt and have close its doors.

Eureka College is Ronald Reagan's alma mater and was much beloved by President Reagan. So, presiding over its demise was not something I, or the board, wanted to do. Suffice it to say for tonight's purposes that, with a lot of help from some generous, dedicated people, we were able to stave off the bankruptcy, turn around the declining enrollment and put the 160 year old school back on the road to fiscal stability. If anyone is interested in those details, I will be happy to talk with you about them on another occasion.

The second opportunity/gift came in 2005 when I was asked to take a hand in creating a new curriculum for working adults who were seeking to finish their college degree. Eureka decided to create a night and week-end degree program in Organizational Leadership and I was asked to design the courses that were specific to the topic.

Now, let me say right up front, that I thought I knew something about leadership. I had been a Vice President at The Queen's Medical Center, had led the Chamber of Commerce of Hawaii, and had held leadership positions in the Army from 2d Lt to Major General.

I used the luxury that one gets from being a successful college president to take my time and read everything I could get my hands on about leadership. I had two years before that first course was planned, so I had some leisure in preparation.

The more I read, though, and as the first class approached, a bit of panic set in. I found that I was like most people – I had never really thought through what leadership truly is and how it works or doesn't.

I came across a great quote from Supreme Court Justice Potter Stewart from 1964 in his opinion on a pornography case that was before the court. Justice Stewart famously said: "I can't tell you what pornography is, but I know it when I see it!"

I realized that I was in the same boat about leadership. I couldn't really define it; I had never seriously tried to, but I knew it when I saw it or, more importantly, knew its absence was when I saw that.

Reading all of the academic books on the topic didn't really help. Most academics treat leadership as a social science and tend to define a leaders competence by what he or she knows, not by what they do.

Business books are not much better. Most of them are memoirs or autobiographies that immodestly say: "Here is what I did and it was great!"

On active duty, we used to joke about some commanders who, in their office, had an “I love me wall”. Military and business leadership memoirs are mostly historical, sometimes even factual, retellings of what happened, but not how or why. They belong on an “I love me wall.”

Really good history books were a bit more useful, especially books like Rick Atkinson’s trilogy of WWII in Europe or Shaara’s “The Killer Angels” about the battle of Gettysburg – they give great examples of past leadership – they explore “the what”, but don’t delve deeply enough into “the how”.

So, I am reading all of these things and getting closer to having to teach this class.

Then, a friend who had been to the Harvard Summer Executives Program handed me a textbook that is used there – “Reframing Organizations” by Bolman and Deal, and said: “There is some stuff in here you might find useful.”

USEFUL?!?! Here was the Rosetta Stone for understanding, defining, and explaining leadership and in a business text book!

What these two authors did was to first seek a good definition of what leadership is and then, and this is the good part, structure a simple framework that says: “It is not what leaders know that makes them leaders, it is what they do!”

Yeah, sure. Knowledge is important. So is intelligence, perseverance, courage, and a dozen other things. But, they alone, will not make someone a leader. Doing! Action! These determine who is a leader and who is not.

Another way of saying this is that leadership is a performing art, not a social science.

Bolman and Deal go on to lay out four basic action roles that every leader must be able to perform and how to combine them, according to the situation in which they find themselves. They also lay out the conditions that require leadership – the need for change and risk; but I won’t pursue those tonight.

Read their book! I want to talk about their four roles. – the things every leader must do.

Their four roles are not styles that a leader can pick and choose from. You have to be proficient in all four and have the wisdom for how to use and combine them. They have names for the roles, but you have to dig much deeper than just the name to understand them: BUILDER, COACH, PRAGMATIST, INSPIRATIONAL LEADER.

As I began to develop my leadership course around this set of necessary roles and actions, I quickly realized that I had been blessed with a lifetime of examples of each role, especially in leaders I had known and served with in the Reserves. Let’s take them one at a time:

THE BUILDER – This is the leader who is creating something new, bigger, and better than what now exists – leading and persuading others to join in, contribute, even sacrifice, but BUILD! As I looked back over my career, many people came to mind that exemplified the role of builder:

General Fred Weyand, along with General Creighton Abrams, building a strong, all-volunteer Army to replace the rag tag mess they had inherited from Vietnam.

Captain Mapu Jamais, building a powerful infantry company in American Samoa.

The one example of a BUILDER that I think most of you older soldiers will immediately recognize was Brigadier General Forrest Murphy. Tight, tough, hard-to-please Forrest Murphy worked his whole career to build an Army Reserve structure in the Pacific that fit the Army’s needs and provided most of us with a career ladder. There are numerous here tonight that hold military rank and retirement privileges because of what “Murph” did. He build the Army Reserve and was instrumental in keeping the 100/442 Infantry in the Army structure. Murphy was a builder!

THE COACH – the leader who is focused on the development of those under him or her. Setting high standards, correcting failures, encouraging

those who fail, rewarding those who succeed, showing the importance of functioning as a team. Coaching!

Again, there are dozens of examples of soldiers in my (and your) career who showed that they knew how to perform this absolutely vital role and I am sure each of you has your own favorite example.

My COACH example might surprise some of you – LTC Orlando Watanabe. When Orlando took command of the 100/442, I was somewhat dismayed and jealous. After all, I had been a major for eight years, had served three tours in combat, had been the S-3 and XO of the 100<sup>th</sup>, and I felt that it was my turn to command.

Little did I realize at the time, Orlando's appointment to that command was one of the best things that ever happened to me. He was not only a superb commander, straightening out many of the things that needed straightening, but he took me under his wing and taught me things about being a leader that I never would have had without him.

The day he passed the battalion colors to me, I was much better prepared to take the command than I would have been two years earlier. I was not the only one coached by COL Watanabe, I also inherited a group of company commanders and senior NCO's who were better leaders because of him.

THE PRAGMATIST – the leader who knows how to practice “the Art-of-the-Possible.” This is the leader who has the wisdom to realize that, while having grand plans is important to build vision, sometimes you have to settle for the smaller advances that will just make the situation a bit better.

This was perhaps the hardest role for me to settle on a personal example. LTC Hal Moore (Ret LTG) had a saying that he drummed into the officers and NCO's of the 1/7 Cav: “Three strikes and you are not out! There is always something you can do to improve the situation!”

Its great to have pragmatic leaders around you. They are the ones who can see through the fog that so often clouds decision making. They spot the potential trouble of unanticipated consequences and speak up with advice that goes against the grain of “conventional wisdom” or political accommodation. In short, they are the ones who will run up the “Bull Shit” flag when all of the yes men are agreeing with you.

I have been incredibly fortunate to have served with some remarkably capable, pragmatic leaders. Leaders who, despite the difficulties, would always come up with suggestions and ideas to improve what might look like an impossible situation.

My personal example of this type of leader is COL Eugene Imai. Gene not only would speak up when others were reluctant, but he had a way of disagreeing with you without the slightest hint of disloyalty. In fact, if you went against his advice, Gene would then very loyally and thoroughly support the decision he had just spoken out against.

I once told Gene that I thought that he could tell me to “Go to Hell” and make me think I was going to enjoy the trip. Gene was always searching for the way to make things better. “Good enough isn't” was his motto.

Many, maybe most of you know that Gene is currently living with his wife Gail in Arcadia and he is battling the eroding effects of Alzheimers disease. Visiting him, I know, Gail knows, and Gene knows this is a battle he is not going to win. Still, in one sense, he will win because he is the same pragmatic Gene Imai that we all know. He struggles to keep up with conversations but does it in a way that shows that inside he is saying “Three strikes and I am not out. I can work hard and make this situation a little bit better.”

If you can, go visit him and give him your support. He deserves it.

The final role all leaders must master is the role of INSPIRATIONAL LEADER. Performing inspirational action engenders gratitude, loyalty, and love. These leaders become enmeshed in the

lives of those they lead and come to understand, at an emotional level, the things that matter and they convince those around them that they matter.

Bolman and Deal call this role “The Leader as Prophet.” I have shied away from that phrase because of its religious and cultish connotations. Still, it is descriptive.

It is this role, more than any of the others that gets followers to commit to something greater than themselves; commit even to the point of putting themselves in danger. Infectious enthusiasm flows from leaders who genuinely possess the ability to inspire. This role extends far beyond popularity. A deeply believing enthusiast will bravely tell us what he stands for, even if might not be popular or in vogue.

My choice for an example of an inspirational leader was easy, even though I have had the good fortune of serving with several who had mastered it. The man who stands out to me for his ability to inspire is CSM Tommy Miyashiro.

If ever any one person was and is the soul of a military unit it is CSM Miyashiro. Serving in the 100/442 at all enlisted ranks, he has for years inspired soldiers – officers, noncoms, and private soldiers – with the spirit that made this unit so great in WWII and has continued until this very day.

You can ask my wife why the 100<sup>th</sup> is so special to her and she will not hesitate – it is because when Tommy stands up to sing “Go For Broke” tears come into her eyes and a lump into her throat. The very same thing happens to her husband.

All of us feel a loyalty to this unit and pride for what it stands for because of the heroic deeds of its soldiers, past and present. That loyalty is deepened and cemented for those of us who were fortunate enough to serve alongside this rugged, tough, uncompromising soldier. The English language created the word leader for Tommy Miyashiro.

So there you have it. All you have to do to be a leader is be a BUILDER, be a COACH, be a PRAGMATIST, and be INSPIRATIONAL – and

do all four at once and combine them to fit the situation! All you have to do is be a combination of Forrest Murphy, Orlando Watanabe, Gene Imai, and Tommy Miyashiro!

OK, now I am going begin to wind this down.

As I look back on my own history and experience, if I have had any success at all as a leader it is because of the remarkable people I had around me and supporting me.

I guess my view of my leadership is that of a small, frail boat on a large and sometimes unfriendly sea. That boat kept sailing because that sea was full of giants who kept me afloat and who pointed me toward the harbor,

I can’t possibly name all of those who were good and effective leaders and who were my supporters. My first platoon sergeant – SFC Louis Benjamin, a Hawaiian, stands out.

The list goes on and on. Bob Lee, Walter Ozawa, Wayne Kanemoto, Nancy Grovoug, names upon names of literally hundreds of great soldiers who loyally provided the support I needed.

I would be remiss if I didn’t name one other, although most of you would not have known him. SSG/SFC Vernon L. Hacker. I use both ranks because he was the only man I know who made E-7 three different times (he did drink a bit!).

Hack was the most profane man I ever knew and would make Jeff Lebowski seem like a Sunday school teacher. There was a swear word in every sentence he uttered, but he was also one of the funniest people I have ever known. He was also the best tanker in the history of the Army, his skill with a 90mm tank gun was legendary, and he taught me so much about how to deal with soldiers and how to fix tanks when they broke.

So, in closing, I want to thank all of those I mentioned and all of those who deserved a mention but didn’t get one. Had I acknowledged everyone, we would be here to midnight.

One, last story though. About four years ago I was doing a workshop for a group of executives of a Mid-west corporation. I had provided them with a bio which the President of the company used to introduce me.

After telling them of all my glorious achievements, he said: "I also notice you commanded an infantry battalion."

When I took the mike, I said:

"What the President said was mostly correct, but I want to straighten out one thing. I did not command AN infantry battalion. I commanded THE infantry battalion – the 100<sup>th</sup> Battalion, 442<sup>nd</sup> Infantry."

"Few units in the history of our great Army can claim such fame that their very name will live on and be celebrated as long as soldiers wear the uniform".

Of everything that has happened to me, the two things I am proudest of are saving Eureka College from having to close its doors and having been given the honor and privilege of commanding the wonderful soldiers of the finest battalion in the 239 year history of our Army – the 100/442.

May God bless all of the soldiers of this great unit, past and present, the United States Army, and the United States of America.

"Go for Broke!"

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### **THE GO FOR BROKE SCHOLARSHIP GOLF**

GFBA Scholarship Golf on 08 Oct 2015 – Co-Chairman Henry Torres reported that the GFBA Golf has reserved the Leilehua Golf Course for the 2015 Tournament on Thursday 08 October 2015. The same rules will apply where we will have a 3-man scramble with a report time TBA.

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### **HEADS UP GFBA VETERANS BENEFITS WORKSHOP**

The 100<sup>th</sup> Battalion, 442d Infantry Regiment is a U.S. Army Reserve component established in 1947 following the deactivation of the 100<sup>th</sup> Infantry Battalion and the 442<sup>nd</sup> Regimental Combat Team. All the veterans serving with the 100<sup>th</sup> Infantry Battalion from October 15, 1940, and other related units until today have qualified for some kind of veterans benefits.

The Go For Broke Association is planning in developing a veterans benefits workshop to provide information on veterans benefits for Reservists and National Guard personnel and if successful to continue the program on a regular scheduled basis.

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### **Go For Broke Association Squad Leaders**

Squad 1	Andy Tamori
Squad 2	Jim Kuroiwa
Squad 3	Sean Lee
Squad 4	George Waialeale
Squad 5	Alvin Au
Squad 6	Henry Torres
Squad 7	Art Delos Santos
Squad 8	Not Assigned
Squad 9	Cal Nomiyama
Squad 10	Mark Young
Squad 11	Ron Nakano
Squad 12	Brian Lau
Squad 13	Aaron Nakashima
Squad 14	Not Assigned
Squad 15	Not Assigned
Squad 16	Jimmy Kaaihue

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