

Fm 57 38 Chapter 4

ADP 6-22 describes enduring concepts of leadership through the core competencies and attributes required of leaders of all cohorts and all organizations, regardless of mission or setting. These principles reflect decades of experience and validated scientific knowledge. An ideal Army leader serves as a role model through strong intellect, physical presence, professional competence, and moral character. An Army leader is able and willing to act decisively, within superior leaders' intent and purpose, and in the organization's best interests. Army leaders recognize that organizations, built on mutual trust and confidence, accomplish missions. Every member of the Army, military or civilian, is part of a team and functions in the role of leader and subordinate. Being a good subordinate is part of being an effective leader. Leaders do not just lead subordinates—they also lead other leaders. Leaders are not limited to just those designated by position, rank, or authority.

ADP 5-0 provides doctrine on the operations process. It describes fundamentals for effective planning, preparing, executing, and assessing operations. It describes how commanders, supported by their staffs, employ the operations process to understand situations, make decisions, direct action, and lead forces to mission accomplishment. To comprehend doctrine contained in ADP 5-0, readers should first understand the fundamentals of unified land operations described in ADP 3-0. As the operations process is the framework for the exercise of command and control, readers should also understand the fundamentals of command and control and mission command described in ADP 6-0. Readers must also understand how the Army ethic guides decision making throughout the operations process (see Army doctrine on the Army profession).

Army Doctrine Reference Publication (ADRP) 7-0, Training Units and Developing Leaders, augments fundamental principles discussed in Army Doctrine Publication (ADP) 7-0, Training Units and Developing Leaders. Both ADP 7-0 and ADRP 7-0 support the doctrine established in ADP 3-0 and ADRP 3-0. Army units will face a complex operational environment shaped by a wide range of threats, allies, and populations. Rapid advances in communications, weapons, transportation, information technologies, and space-based capabilities make it a challenge to just stay even with the pace of change. Because Army units face a wide mix of challenges—from strategic to tactical—they must develop leaders to conduct unified land operations anywhere in the world in any operation across the conflict continuum. Army training prepares units and leaders to be successful through challenging, realistic, and relevant unit training and leader development at home station, at the combat training centers, and in the schoolhouses. This Field Manual/Marine Corps warfighting publication, "Counterinsurgency," establishes doctrine (fundamental principles) for military operations in a counterinsurgency (COIN) environment. It is based on lessons learned from previous counterinsurgencies and contemporary operations. It is also based on existing interim doctrine and doctrine recently developed. Counterinsurgency operations generally have been neglected in broader American military doctrine and national security policies since the end of the Vietnam War over 30 years ago. This manual is designed to reverse that trend. It is also designed to merge traditional approaches to COIN with the realities of a new international arena shaped by technological advances, globalization, and the spread of extremist ideologies—some of them claiming the authority of a religious faith. The manual begins with a description of insurgencies and counterinsurgencies. The first chapter includes a set of principles and imperatives necessary for successful COIN operations. Chapter 2 discusses nonmilitary organizations commonly involved in COIN operations and principles for integrating military and civilian activities. Chapter 3 addresses aspects of intelligence specific to COIN operations. The next two chapters discuss the design and execution of those operations. Developing host-nation security forces, an essential aspect of successful COIN operations, is the subject of chapter 6. Leadership and ethical concerns are addressed in chapter 7. Chapter 8, which concerns sustainment of COIN operations, concludes the basic manual. The appendixes contain useful supplemental information. Appendix A discusses factors to consider during the planning, preparation, execution, and assessment of a COIN operation. Appendixes B and C contain supplemental intelligence information. Appendix D addresses legal concerns. Appendix E describes the role of airpower.

Honorable Mention recipient for the American Journalism Historians Association Book of the Year Award, this book outlines the rich history of more than 250 women who worked as war correspondents up through World War II, while demonstrating the ways in which the press and the military both promoted and prevented their access to war. Despite the continued presence of individual female war correspondents in news accounts, if not always in war zones, it was not until 1944 that the military recognized these individuals as a group and began formally considering sex as a factor for recruiting and accrediting war correspondents. This group identity created obstacles for women who had previously worked alongside men as "war correspondents," while creating opportunities for many women whom the military recruited to cover woman's angle news as "women war correspondents." This book also reveals the ways the military and the press, as well as women themselves, constructed the concepts of "woman war correspondent" and "war correspondent" and how these concepts helped and hindered the work of all war correspondents even as they challenged and ultimately expanded the public's understanding of war and of women.

Experts estimate that as many as 98,000 people die in any given year from medical errors that occur in hospitals. That's more than die from motor vehicle accidents, breast cancer, or AIDS—three causes that receive far more public attention. Indeed, more people die annually from medication errors than from workplace injuries. Add the financial cost to the human tragedy, and medical error easily rises to the top ranks of urgent, widespread public problems. *To Err Is Human* breaks the silence that has surrounded medical errors and their consequence—but not by pointing fingers at caring health care professionals who make honest mistakes. After all, to err is human. Instead, this book sets forth a national agenda—with state and local implications—for reducing medical errors and improving patient safety through the design of a safer health system. This volume reveals the often startling statistics of medical error and the disparity between the incidence of error and public perception of it, given many patients' expectations that the medical profession always performs perfectly. A careful examination is made of how the surrounding forces of legislation, regulation, and market activity influence the quality of care provided by health care organizations and then looks at their handling of medical mistakes. Using a detailed case study, the book reviews the current understanding of why these mistakes happen. A key theme is that legitimate liability concerns discourage reporting of errors—which begs the question, "How can we learn from our mistakes?" Balancing regulatory versus market-based initiatives and public versus private efforts, the Institute of Medicine presents wide-ranging recommendations for improving patient safety, in the areas of leadership, improved data collection and analysis, and development of effective systems at the level of direct patient care. *To Err Is Human* asserts that the problem is not bad people in health care—it is that good people are working in bad systems that need to be made safer. Comprehensive and straightforward, this book offers a clear prescription for raising the level of patient safety in American health care. It also explains how patients themselves can influence the quality of care that they receive once they check into the hospital. This book will be vitally important to federal, state, and local health policy makers and regulators, health professional licensing officials, hospital administrators, medical educators and students, health caregivers, health journalists, patient advocates—as well as patients themselves. First in a series of publications from the Quality of Health Care in America, a project initiated by the Institute of Medicine

The Knicks of the 1990s competed like champions but fell short of their goal. An eclectic group who took divergent, in many cases fascinating paths to New York, they forged an identity as a rugged, relentless squad. Led by a superstar center Patrick Ewing and two captivating coaches—Pat Riley and Jeff Van Gundy—they played David to the Chicago Bulls' Goliath. Despite not winning a championship,

they were embraced as champions by New Yorkers and their rivalries with the Bulls, Indiana Pacers and Miami Heat defined NBA basketball for a decade. Drawing on original interviews with players, coaches and others, this narrative rediscovers the brilliance of the Knicks, Ewing and his colorful supporting cast--Charles Oakley, John Starks, Larry Johnson and Latrell Sprewell--in the glory days of Madison Square Garden.

Bringing together some of the most creative and influential voices in the field, this book draws compelling connections between theory and practice, demonstrates the transformative potential of couple and family intervention, and helps readers maximize the effectiveness of their work in a range of settings. It is a vital resource for therapists of all orientations and also serves as a text in advanced undergraduate or graduate-level courses.

This publication, Field Manual FM 3-98 Reconnaissance and Security Operations July 2015, provides doctrinal guidance and direction for Cavalry organizations, as well as reconnaissance and security organizations. This FM establishes the foundation for the development of tactics and procedures in subordinate doctrine publications. This publication applies across the range of military operations. While the main focus of this field manual is Cavalry formations within the units listed below, all maneuver formations must be able to conduct reconnaissance and security tasks. - Armored brigade combat team (ABCT) Cavalry squadron. - Infantry brigade combat team (IBCT) Cavalry squadron. - Stryker brigade combat team (SBCT) Cavalry squadron. - Battlefield surveillance brigade (BFSB) Cavalry squadron. - It is applicable to the- - Scout platoon of maneuver battalions. - Combat aviation brigade air squadron. The principal audiences for FM 3-98 are commanders, leaders, and staffs responsible for the planning, execution, or support of reconnaissance and security operations as well as instructors charged with teaching reconnaissance and security operations. Doctrine consists of fundamental principles that describe how to fight. At the tactical level, doctrine consists of authoritative principles concerning how to execute reconnaissance and security operations as part of Army and joint operations that require professional military judgment in their application. Importantly, our doctrine must describe how brigade combat teams (BCT) and subordinate units combine the capabilities of various arms into cohesive, combined arms, air-ground teams and provide a clear description of how to execute reconnaissance and security operations. This publication provides the commander and staff of Cavalry formations with doctrine relevant to Army and joint operations. This publication explains how effective reconnaissance and security operations generate depth, allow commanders reaction time and maneuver space, fight for information and collect information through stealth, protect against surprise, ease the forward movement of follow-on forces, and provide commanders with flexibility and adaptability. The doctrine described in this publication is applicable across unified land operations. The previous proponent manual for Cavalry Operations was FM 3-20.96, published 12 March 2010, which included operational considerations. This publication provides doctrinal guidance for all formations assigned to the ABCT, the IBCT, and SBCT. The following is a summary of each chapter in the manual: Chapter 1 addresses the role of Cavalry in unified land operations and Cavalry organizations. Chapter 2 discusses understanding the threat, potential threat groups and threat characteristics. Chapter 3 addresses the operational environment, shaping, engaging, and influencing outcomes, and consolidating gains. Chapter 4 highlights the updated concepts of mission command in relation to commander's reconnaissance and security guidance, the operations process and information collection. Chapter 5 begins with an overview, followed by a detailed discussion of the fundamentals of reconnaissance, forms of reconnaissance, and reconnaissance handover. Chapter 6 begins with an overview, followed with the fundamentals of security operations, counterreconnaissance, and the forms of security. Chapter 7 provides a short overview and then devotes a section to reconnaissance and security stability planning, stability principles and frameworks, and stability tasks. Chapter 8 describes sustainment for reconnaissance and security tasks, sustainment planning considerations for reconnaissance and security, sustainment considerations for reconnaissance and security and special sustainment consideration.

Army pathfinders mainly provide navigational aid and advisory services to military aircraft in areas designated by supported unit commanders. The pathfinders' secondary missions include providing advice and limited aid to units planning air assault or airdrop operations.

This United States Army manual, Army Techniques Publication ATP 5-0.2-1 Staff Reference Guide Volume I Unclassified Resources December 2020, provides staff members with a reference guide to assess, plan, prepare, and execute operations in large-scale combat operations. The guide provides a consolidated location for key planning tools and example techniques to help staff members perform their duties. Most of this guide's content is contained in other, more in-depth doctrinal publications, which are referenced within each topic. Army Techniques Publication ATP 5-0.2-1 Staff Reference Guide Volume I Unclassified Resources December 2020 is applicable to all members of the Army profession: leaders, Soldiers and Army Civilians. The principal audience are staff members serving on battalion, brigade, or division staffs. Trainers and educators throughout the Army will also use this publication.

This publication provides doctrine for the Army Health System (AHS) in support of the modular force. The AHS is the overarching concept of support for providing timely AHS support to the tactical commander. It discusses the current AHS force structure modernized under the Department of the Army (DA)-approved Medical Reengineering Initiative and the Modular Medical Force that is designed to support the brigade combat teams (BCTs) and echelons above brigade (EAB) units. As the Army's AHS doctrine statement, this publication identifies medical functions and procedures that are essential for operations covered in other Army Medical Department (AMEDD) proponent manuals. This publication depicts AHS operations from the point of injury, illness, or wounding through successive roles of care within the area of operations (AO) and evacuation to the continental United States (CONUS)-support base.

It has, improbably, been called uncommonly lucid, even riveting by The New York Times, and it was a finalist for the 2004 National Book Awards nonfiction honor. It is a literally chilling read, especially in its minute-by-minute description of the events of the morning of 9/11 inside the Twin Towers. It is The 9/11 Commission Report, which was, before its publication, perhaps one of the most anticipated government reports of all time, and has been since an unlikely bestseller. The official statement by the National Commission on Terrorist Attacks Upon the United States-which was instituted in late 2002 and chaired by former New Jersey Governor Thomas Kean-it details what went wrong on that day (such as intelligence failures), what went right (the heroic response of emergency services and self-organizing civilians), and how to avert similar future attacks. Highlighting evidence from the day, from airport surveillance footage of the terrorists to phone calls from the doomed flights, and offering details that have otherwise gone unheard, this is an astonishing firsthand document of contemporary history. While controversial in parts-it has been criticized for failing to include testimony from key individuals, and it completely omits any mention of the mysterious collapse of WTC 7-it is nevertheless an essential record of one of the most transformational events of modern times.

While doing research on chronic fatigue/fibromyalgia, Elaine Marie Graham realized she had gathered a lot of information that could be used in any health situation. Her wish is to share this research in hopes of helping anyone dealing with a health challenge. She started writing a blog in March of 2011 with the hope of sharing this research. She realized that it could be even more beneficial to write a book with practical tips and discoveries. This is her gift to all who have walked in the darkness or shadow of a disabling condition.

When the U.S. military invaded Iraq, it lacked a common understanding of the problems inherent in counterinsurgency campaigns. It had neither studied them, nor developed doctrine and tactics to deal with them. It is fair to say that in 2003, most Army officers knew more about the U.S. Civil War than they did about counterinsurgency. The U.S. Army / Marine Corps Counterinsurgency Field Manual was written to fill that void. The result of unprecedented collaboration among top U.S. military experts, scholars, and practitioners in the field, the manual espouses an approach to combat that emphasizes constant

adaptation and learning, the importance of decentralized decision-making, the need to understand local politics and customs, and the key role of intelligence in winning the support of the population. The manual also emphasizes the paradoxical and often counterintuitive nature of counterinsurgency operations: sometimes the more you protect your forces, the less secure you are; sometimes the more force you use, the less effective it is; sometimes doing nothing is the best reaction. An new introduction by Sarah Sewall, director of the Carr Center for Human Rights Policy at Harvard's Kennedy School of Government, places the manual in critical and historical perspective, explaining the significance and potential impact of this revolutionary challenge to conventional U.S. military doctrine. An attempt by our military to redefine itself in the aftermath of 9/11 and the new world of international terrorism, The U.S. Army / Marine Corps Counterinsurgency Field Manual will play a vital role in American military campaigns for years to come. The University of Chicago Press will donate a portion of the proceeds from this book to the Fisher House Foundation, a private-public partnership that supports the families of America's injured servicemen. To learn more about the Fisher House Foundation, visit www.fisherhouse.org.

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