

## Grafenwoehr Quick Reference Guide

Sponsored by the Society for Industrial and Organizational Psychology, a division of the American Psychological Association. Reveals how examining climate and culture together can advance understanding of the behavior of individuals within organizations, as well as overall organizational performance in such diverse areas as financial planning, marketing, and human resource development.

The U.S. Army does not operate in isolation. Nearly every operation is typically joint, while increasingly we also conduct warfighting with a multinational partnered coalition force by our side. One key challenge when operating with coalition partners is how to integrate relevant information and display a common operational picture to continuously synchronize operations in a changing and possibly degraded environment to ensure unified action partner interoperability.This handbook provides leaders and supporting staff in the operational Army with an overview of how to plan, train, and leverage the capabilities of digital liaison detachments (DLDs) that render a critical capability for mission command liaison and interoperability. Also included are operational insights from Center for Army Lessons Learned (CALL) assessment teams during exercises Anakonda 16 and Saber Guardian 17. DLDs are assigned or attached to selected theater armies and Army Service component commands. They are employed at theater armies or in support of corps and division echelons. These teams provide an Army Forces (ARFOR) commander with the capability to conduct liaison with subordinate or parallel joint and multinational headquarters within the operational area.

Purpose of Equipment: The CCMCK Weapon Conversion System allows Force-On-Force close combat training bytemporarily converting service weapons (M16A2/M16A3/M16A4 Rifles, M4/M4A1 Carbines, M249 Squad AutomaticWeapons (SAW), and M9 and M11 Pistols) to fire low-velocity marking ammunition. CCMCK ammunitionincludes 5.56mm Bulk marking ammunition for the M16A2/M16A3/M16A4 Rifle and M4/M4A1 Carbine, 5.56mmLinked marking ammunition for the M249 SAW, and 9mm marking ammunition for the M9 and M11 Pistols. Markingammunition, manufactured in red, blue, and yellow, is loaded into the magazine of the converted weapon in the samemanner as service ammunition. Once loaded, the weapon cycles and functions the same as service ammunition andmarks the target with minimal hazard to personnel wearing appropriate safety equipment. The system allows normalweapon employment cues such as aiming, firing, Force-On-Force training, and interactive live-fire scenario task and mission execution.

Scientific and Technical Aerospace Reports

The Sergeants Major of the Army

The Operations Process (ADP 5-0)

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The U.S. Army Operating Concept

Win in a Complex World

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).

This quick reference guide describes U.S. Army organizations, planning, and operations. Unified action partners (UAPs) are those military forces, of the private sector with whom U.S. Army forces plan, coordinate, synchronize, and integrate during the conduct of operations (Army Doctrine Reference Publication 3-0, Unified Land Operations).UAPs include joint forces (activities in which elements of two or more U.S. military departments participate), multinational forces, and U.S Government (USG) agencies and departments. The Iraq and Afghanistan wars highlight the necessity for collaboration, cooperation, and synchronization among USG, NGOs, and private sector agencies to focus the elements of national power in achieving national strategic objectives. Our experience in these conflicts accentuates the importance of foreign governments, agencies, and militaries participating, in concert with the United States, to achieve common objectives. Meeting the challenges of complex environments, infused with fragile or failing nation states, non-state actors, pandemics, natural disasters, and limited resources, requires the concerted effort of all instruments of U.S. national power plus foreign governmental agencies, military forces, and civilian organizations.

This book describes how future Army forces, as part of joint, interorganizational, and multinational efforts, operate to accomplish campaign objectives and protect U.S. national interests. It describes the Army's contribution to globally integrated operations, and addresses the need for Army forces to provide foundational capabilities for the Joint Force and to project power onto land and from land across the air, maritime, space, and cyberspace domains. The Army Operating Concept guides future force development through the identification of first order capabilities that the Army must possess to accomplish missions in support of policy goals and objectives.

Chemical and Biological Defense ..

The U.S. Army in Europe, 1951-1962

10th Edition

The Collected Works and Selected Papers of the Thirty-third Chief of Staff, United States Army

Armor

On Point

*Volume 2, Bringing Order to Chaos: Combined Arms Maneuver in Large Scale Combat Operations, opens a dialogue with the Army. Are we ready for the significantly increased casualties inherent to intensive combat between large formations, the constant paralyzing stress of continual contact with a peer enemy, and the difficult nature of command and control while attempting division and corps combined arms maneuver to destroy that enemy? The chapters in this volume answer these questions for combat operations while spanning military history from 1917 through 2003. These accounts tell the challenges of intense combat, the drain of heavy casualties, the difficulty of commanding and controlling huge formations in contact, the effective use of direct and indirect fires, the need for high quality leadership, thoughtful application of sound doctrine, and logistical sustainment up to the task. No large scale combat engagement, battle, or campaign of the last one hundred years has been successful without being better than the enemy in these critical capabilities. What can we learn from the past to help us make the transition to ready to fight tonight?*

*This concise and practical guide is essential reading for anyone planning to drive in Europe, with essential motoring requirements for 42 countries.*

*CMH Publication 70-56. Describes how the United States Army, Europe (USAREUR), assembled, prepared and deployed the powerful forces it contributed to the coalition effort in the Persian Gulf and how USAREUR accomplished these challenging missions while maintaining its continuing security responsibilities on the Continent and preparing to execute its program of force reductions. Discusses the complicated planning for the deployment and the rapid-fire implementation of those plans. L.C. card 97-39460.*

Operation Iraqi Freedom

Overseas Basing of U.S. Military Forces

U.S. Army, Europe and the Gulf War

Bringing Order to Chaos

Soldiers are Our Credentials

Detection & Countermeasures, 1970-July 1979

The essential guide for NCOs, this edition has been thoroughly revised and updated with the latest information on training, military justice, promotions, benefits, counseling, soldiers, physical fitness, regulations, and much more.
• How to train, lead, and counsel troops effectively
• Tips on how to move along your career as an NCO by continuing education, training, and professional development
• Information about all the regulations NCOs need to be aware of in carrying out their jobs

On Point is a study of Operation IRAQI FREEDOM (OIF) as soon after the fact as feasible. The Army leadership chartered this effort in a message to the major commands on 30 April 2003. In his guidance, Army Chief of Staff General Eric K. Shinseki directed "a quick, thorough review that looks at the US Army's performance, assesses the role it played in the joint and coalition team, and captures the strategic, operational, and tactical lessons that should be disseminated and applied in future fights." For those of us in the Operation IRAQI FREEDOM Study Group (OIF-SG), this translated into three separate products. A "quick look" lessons-learned briefing produced in July, less than 30 days after returning from the theater. On Point-this work-is the second product and was largely completed by mid-August 2003. Finally, the most significant product is the archive of 119,000 documents, some 2,300 interviews and 69,000 photos archived with the support and assistance of the Combined Arms Research Library at Fort Leavenworth, Kansas.

Going behind the scenes of an armored cavalry regiment, an insider's view includes photographs, illustrations, and diagrams of tanks, helicopters, and artillery systems, interviews with high-ranking officers, and future roles the armored cavalry might play. Original.

A Guided Tour of an Armored Cavalry Regiment

Rotary Wing Flight

Close Combat Mission Capability Kit

An Assessment of Relative Costs and Strategic Benefits

Press On!

NCO Guide

*The manual describes the general strategy for the U.S. Marines but it is beneficial for not only every Marine to read but concepts on leadership can be gathered to lead a business to a family. If you want to see what make Marines so effective this book is a good place to start.*

*This field manual provides doctrinal framework for how infantry rifle platoons and squads fight. It also addresses rifle platoon and squad non-combat operations across the spectrum of conflict. Content discussions include principles, tactics, techniques, procedures, terms, and symbols that apply to small unit operations in the current operational environment.*

*This illustrated book that includes tables, charts, and maps primarily discusses the role of USAREUR (US Army Europe) in rearming and training the new German Army which was perhaps the Army's single greatest contribution toward maintaining security in Western Europe. Likewise, the relationship between American soldiers and their French and West German hosts evolved over time and is a critical element in telling the story of the US Army in Europe.*

The Infantry Rifle Platoon and Squad (FM 3-21. 8 / 7-8)

From One Leader to Another

Selected Papers of General William E. Depuy

The European Driver's Handbook

McDp 1

From the Fulda Gap to Kuwait

**William E. DePuy was likely the most important figure in the recovery of the United States Army from its collapse after the defeat in Vietnam. That is a rather large claim, and it suggests a precedence over a number of other distinguished officers, both his contemporaries and successors. But it is a claim that can be justified by the test of the “null hypothesis:” Could the Army that conducted the Gulf War be imagined without the actions of General DePuy and those he instructed and inspired? Clearly, it could not. There are a few officers of the period about whom one can make the same claim. To judge properly the accomplishments of General DePuy and his talented subordinates at the US Army Training and Doctrine Command (TRADOC), one must understand the sense of crises and defeat that pervaded the Army in the 1970s. By 1973, the United States had lost the war in Vietnam. Only the most optimistic or naïve observer held out hope that the Geneva Accords would provide security for the Republic of South Vietnam. The US Army was in a shambles, with discipline destroyed and the chain of command almost nonexistent. The “All Volunteer Army” was borne on a wave of permissiveness that compounded the problems of restoring discipline. Moreover, the army was ten years behind its most likely enemy in equipment development, and it had no warfighting doctrine worthy of the same. With the able assistance of the commander of the Armor Center, General Donn Starry, General DePuy wrenched the Army from self-pity and recrimination about its defeat in Vietnam into a bruising doctrinal debate that focused the Army's intellectual energies on mechanized warfare against a first-class opponent. Critics might argue correctly that that the result was incomplete, but they out not to underestimate how far the Army had to come just to begin the discussion. General DePuy also changed the way Army battalions prepared for war. He made the US Army a doctrinal force for the first time in history. Ably seconded by General Paul Gorman, DePuy led the Army into the age of the Army Training and Evaluation Program (ARTEP). The intellectual and training initiatives were joined then, with a third concern of General DePuy's TRADOC: the development of a set of equipment requirements, with a concentration of effort on a limited number, ultimately called the “Big Five.” The result was the suite of weapons that overmatched the Iraqis in Operation Desert Storm – Apache attack helicopters, M1 tanks, Bradley fighting vehicles, Patriot air defense missiles, and Black Hawk assault helicopters. General DePuy championed the recruitment of a high-quality soldiery, an effort beyond his own significant responsibilities but, even so, one he never ceased to support and forward.**

**Summarizes a classified five-volume report on the planning and execution of operations in Operation IRAQI FREEDOM through June 2004. Recommends changes to Army plans, operational concepts, doctrine, and Title 10 functions.**

**This study takes on one of the most difficult strategic decisions the Army faces today: how to plan for an uncertain and volatile future. In the context of Army force posture in Europe, these decisions are complicated by limited resources and by an evolving adversary that can employ asymmetric means to neutralize the impact of investments the Army makes today. In an effort to ensure Army capabilities endure over the long term and prevail in the event of conflict, the Army is implementing multidomain operations (MDO), which describes how the Army can compete with or, if necessary, defeat, an adversary across all domains, as part of the Joint Force. Conceived this way, MDO is more than simply Joint operations. MDO describes how the Army will fight alongside the other services in the air, land, sea, space, and cyber domains. To this end, the study avoids specifying a particular force posture. Much work has already been done regarding the best course of action for defeating an adversary under worst-case conditions. This study does not seek to recreate that analysis but to draw on it to examine the kinds of strategic decisions that need to be made to account for the various trade-offs any particular force posture would entail. Moreover, this study tries to avoid the bottom-up approach described in other studies. For example, rather than reviewing whether the Army should consider the Polish offer to station US forces, the study seeks to determine top-down frameworks that would illustrate the various tradeoffs making such a decision would entail. In this way, the study's authors seek to provide a map to navigate these decisions to provide an effective deterrent and, failing that, a response to potential Russian aggression, while preserving global flexibility to respond to what might be greater threats to the security of the United States, its Allies, and its partners in other regions.**

**Historical Case Studies of Combined Arms Maneuver in Large-Scale Combat Operations**

**Practical Applications of Cyberpsychological Theory and Research**

**Enduring voices: Oral Histories of the U.S. Army Experience in Afghanistan, 2003-2005**

**Unified Action Partners' Quick Reference Guide**

**Post-Vietnam Dioxin Exposure in Agent Orange-Contaminated C-123 Aircraft**

**Armored Cav**

This independent assessment is a comprehensive study of the strategic benefits, risks, and costs of U.S. military presence overseas. The report provides policymakers a way to evaluate the range of strategic benefits and costs that follow from revising the U.S. overseas military presence by characterizing how this presence contributes to assurance, deterrence, responsiveness, and security cooperation goals.

General Starry's range of interests, as will be apparent to all who come to this collection, was extraordinarily broad. Many topics he addressed repeatedly over long periods of time, his views-and his articulation of those views-evolving over the years. That is particularly the case with respect to doctrinal matters, the tank-antitank calculus, and the preeminent importance of the individual soldier. Materials chosen for inclusion in this collection accordingly reflect some repetition, especially in matters of long-term interest to General Starry, illustrating how his thinking developed. Starry himself often made intentional use of repetition, as for example in his well-known speech "Tanks Forever and Ever," in which he recapitulated virtually his entire argument from the earlier "Tanks Forever." To provide some structure to this wide range of material, it was decided to present items in categories and then, within those categories, chronologically. As will be apparent, quite a number of the pieces could just as well have been inserted in other categories, so where to place them was simply a matter of editorial

judgment. The real impact of this material is, in any event, in its cumulative depth and range, so it is hoped that many readers will make their way through the entirety of the collection. For those primarily concerned with particular aspects of General Starry's eclectic interests, in addition to categorizing the materials under topical headings, an extensive index has been provided. Articles and speeches are, for the most part, rendered in their entirety. Where exceptions have been made, those are indicated in the usual manner by the use of ellipses. When it comes to messages and correspondence, however, only internal omissions have been shown and, in the majority of cases, what has been included is only a pertinent excerpt from a longer communication. Often General Starry annotated papers to show that he had seen them by drawing a small star and inserting within it a capital letter Y (thus Starry). An example may be seen on the book's back cover and at certain other points in the text. A frequent sign-off, often followed by the hand-drawn star, was "Press On!" which has thus been adopted for this collection's main title. Finally, there will be found, in some categories of materials, considerable discussion of the threat. In the context of the times, of course, that meant primarily the Soviet and Warsaw Pact threat, which also constituted the principal anticipated adversary in the much-discussed Central Battle. While that threat no longer exists, at least to the same degree, it is important to be aware of the Starry conception and depiction of it in order to understand much of what-in terms of doctrine, tactics, equipment, and training-was driven primarily by contemporary appreciation of that threat.

CMH Publication 70-30. Edited by Frank N. Schubert and TheresaL. Kraus. Discusses the United States Army's role in the Persian Gulf War from August 1990 to February 1991. Shows the various strands that came together to produce the army of the 1990s and how that army in turn performed under fire and in the glare of world attention. Retains a sense of immediacy in its approach. Contains maps which were carefully researched and compiled as original documents in their own right. Includes an index.

Organizational Climate and Culture

The Origins and Development of the National Training Center, 1976-1984

Forging the Shield

The United States Army in Operations Desert Shield and Desert Storm

M1296 ICV Dragoon

Building for peace: United States Army Engineers in Europe, 1945-1991 (Paper)

*A highly decorated U.S. Army pilot, who was awarded the Medal of Honor for a successful mission in Vietnam, shares his career adventures flying missions that span from World War II to Vietnam.*

*The field manual provides a standardized source document for Army-wide reference on map reading and land navigation. It applies to every soldier in the army regardless of service branch, MOS, or rank. This manual also contains both doctrine and training guidance on map reading and land navigation. Part One addresses map reading and Part Two, land navigation. The appendices include an introduction to orienteering and a discussion of several devices that can assist the soldier in land navigation. For soldiers, hunters, climbers, and hikers alike, this is the definitive guide to map reading and navigation.*

*The magazine of mobile warfare.*

*Serving Your Country Overseas*

*Selected Works of General Donn A. Starry -*

*The United States Army in Operation Iraqi Freedom*

*Warfighting*

*The Memoir of an Army Aviator*

*Map Reading and Land Navigation*

From 1972 to 1982, approximately 1,500-2,100 US Air Force Reserve personnel trained and worked on C-123 aircraft that had formerly been used to spray herbicides in Vietnam as part of Operation Ranch Hand. After becoming aware that some of the aircraft on which they had worked had previously served this purpose, some of these AF Reservists applied to the US Department of Veterans Affairs (VA) for compensatory coverage under the Agent Orange Act of 1991. The Act provides health care and disability coverage for health conditions that have been deemed presumptively service-related for herbicide exposure during the Vietnam War. The VA denied the applications on the basis that these veterans were ineligible because as non-Vietnam-era veterans or as Vietnam-era veterans without "boots on the ground" service in Vietnam, they were not covered. However, with the knowledge that some air and wipe samples taken between 1979 and 2009 from some of the C-123s used in Operation Ranch Hand showed the presence of agent orange residues, representatives of the C-123 Veterans Association began a concerted effort to reverse VA's position and obtain coverage. At the request of the VA, Post-Vietnam Dioxin Exposure in Agent Orange-Contaminated C-123 Aircraft evaluates whether or not service in these C-123s could have plausibly resulted in exposures detrimental to the health of these Air Force Reservists. The Institute of Medicine assembled an expert committee to address this question qualitatively, but in a scientific and evidence-based fashion. This report evaluates the reliability of the available information for establishing exposure and addresses and places in context whether any documented residues represent potentially harmful exposure by characterizing the amounts available and the degree to which absorption might be expected. Post-Vietnam Dioxin Exposure rejects the idea that the dioxin residues detected on interior surfaces of the C-123s were immobile and effectively inaccessible to the Reservists as a source of exposure. Accordingly, this report states with confidence that the Air Force Reservists were exposed when working in the Operation Ranch Hand C-123s and so experienced some increase in their risk of a variety of adverse responses.

This work is a collection of observations, insights, and advice from over 50 serving and retired Senior Non-Commissioned Officers. These experienced Army leaders have provided for the reader, outstanding mentorship on leadership skills, tasks, and responsibilities relevant to our Army today. There is much wisdom and advice "from one leader to another" in the following pages.

Cyberpsychology is an emerging area of psychological study that aims to understand and explain all facets of online behaviour. This book brings together overviews from a number of leading authorities in the field, to suggest how academic theory and research can be applied to a variety of online behaviours. Both positive and negative behaviours are considered, including topics as diverse as parenting the online child, age-related internet usage and cultural considerations in online interactions. Psychological research can no longer view online and offline worlds as different entities, but must consider online behaviours as equally distinct as offline activities. This is especially apparent when looking at online dating, the role that social networks play in organisations and online consumer behaviours, and in a consideration of the role that psychological research plays in underpinning the multi-billion pound gaming industry. Focusing on these personal applications of the Internet, insight is also offered into the role that theory and research plays in training military personnel as well as the use of psychometric testing to select and retain employees.

Applied Cyberpsychology

US Army Force Posture in Europe, 2028

Leader's Guide to Digital Liaison Detachment Handbook

Striking the Balance

A Directory of Computer Software Applications

The Whirlwind War