



Lt. Col. Mark Russell, (far right) Lead Core Observer, Coach/Trainer, Operations Group Sierra, Mission Command Training Program, meets with members of the core team to discuss cause and effect at North Fort Hood, Texas on 18 September 2012. OC/Ts spend the majority of their time observing training audiences to capture actions and timelines. "It's great to capture data but unless we can tie it back to a concrete "so what", we haven't been successful and the training audience won't benefit from our observations," said Russell.

"What can the Army do to improve the combined effects of training, education, and experience to best develop leaders to apply Mission Command in order to execute Unified Land Operations?"

**Announcing the 2013
General William E. DePuy
Combined Arms Center Writing Competition**

◆ Winners ◆

- 1st Place** "Taking Ownership of Mission Command" by MAJ Demetrios Ghikas
2nd Place "A Paradigm of Dialogue and Trust: Army Mission Command Training" by Robert Scaife and LTC (Ret) Packard Mills
3rd Place "Mission Command and Leader Development between Uncertainty and Synchronization" by MAJ Andrew Whitford