

## FEATURES

### 5 Noncommissioned Officers and Mission Command

Sgt. Maj. Dennis Eger, U.S. Army

*The senior enlisted advisor for the Mission Command Center of Excellence highlights the need for noncommissioned officers at every level to understand the doctrinal concepts of mission command because they have a primary role in its success.*

### 12 U.S. Army Physical Readiness Training Protocols

Capt. Nathan Showman, U.S. Army, and Phillip Henson, Ph.D.

*Two fitness experts discuss the Army's physical fitness training and identify ways to improve physical training programs to better prepare soldiers for combat activities and lower their incidence of injuries.*

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**The New Jordan Armed Forces Noncommissioned Officer Corps**

Col. Joseph Rank, U.S. Army, and Lt. Col. Bill Saba, U.S. Army

*The authors outline the steps used to stand up a noncommissioned officer corps in Jordan and the thought process behind each decision.*

### 36 NCO 2020

**A Concept for Self-Paced Learning in the Noncommissioned Officer Education System**

Liston W. Bailey, Ph.D., and Ms. Tammy Bankus

*Two experts in education discuss the merits of including self-paced learning in the Army's Noncommissioned Officer Education System to cut costs, enhance the quality of NCO educational experiences, and incorporate learning principles associated with the Army Learning Concept 2015.*



#### About the Cover

Spc. Adam Christensen (left), the 2013 U.S. Army Soldier of the Year, stands with Sgt. 1st Class Jason Manella, the 2013 U.S. Army NCO of the Year, in front of the post flagpole, 23 November 2013, at Fort Lee, Va., where the 2013 Army Best Warrior Competition was held.

(Photo by Meghan Portillo, NCO Journal)

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## 44 The Role of Character in Effective Leadership

Col. Robert Gerard, Ph.D.,  
U.S. Army, Retired

*A veteran of the Korean and Vietnam Wars highlights the exploits of former senior Army leader Gen. Glenn K. Otis, relating the general's personal as well as professional attributes.*

## 50 Afghanistan Endgame

### Lessons from Cambodia 1973-1975

Lt. Col. Kevin D. Stringer,  
U.S. Army Reserve

*The author compares the current situation in Afghanistan with that in 1970s Cambodia and advocates continued U.S. support to ensure the survival of the Afghan regime.*

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### How the Weekend Safety Brief Can Be a Forum for the Professional Military Ethic

Maj. Joel P. Gleason, U.S. Army

*The author provides an alternate approach to the standard weekend safety briefing, espousing its use as a vehicle to instill professional ethical understanding and behavior in soldiers.*

**This article won 1st place in the MacArthur Military Leadership Writing Competition, Command and General Staff College Class 2012-02.**

## 65 The Importance of Teaching Followership in Professional Military Education

Lt. Col. Paul Berg, U.S. Army

*Soldiers must be good followers as well as leaders. The author posits dynamic followership can be learned through the Professional Military Education System, and effective and courageous followers can prevent senior officers from making unethical decisions through professional dissent.*

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Chaplain (Maj.) Robert C. Gresser,  
U.S. Army

*An Army chaplain discusses strategic-level decision-making processes and the ethical implications of high-level decisions.*

**This article won 2nd place in the MacArthur Military Leadership Writing Competition, Command and General Staff College Class 2013-01.**

## 81 The Human Domain

### The Army's Necessary Push Toward Squishiness

Maj. Mark Herbert, U.S. Army

*The social sciences can help us understand the human side of conflict and forecast human behavioral responses to military action. The concept of the human domain may assist us in understanding a situation and prevent escalation.*

**Left:** 2nd Lt. Franklin Zambrana Gonzalez grimaces as he swings a 30-pound kettlebell, part of Ranger PT, 18 June 2013, near Snow Hall, Fort Sill, Okla. (Spc. Danielle Gregory, Arizona Army National Guard PAO)

**Right:** U.S. Army Rangers exit a cleared building after a live fire exercise on Fort Hunter Liggett, Calif., 23 January 2014. (Pfc. Rashene Mincy, 55th Combat Camera)

# Military Review

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Maj. Andrew J. Knight, U.S. Army

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Col. Daniel C. Hodne, U.S. Army

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