



The ALx Bulletin

Presented by the Army Leader Exchange
"Lead Well and Develop Others"

Lead Well and



Develop Others

Issue 21-04: May 2021

Welcome to the Army Leader Exchange (ALx) Bulletin, a comprehensive list of new products and publications from TRADOC and subordinate commands.

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DEVELOPING LEADERS

VIDEO: Educating the Force: Medal of Honor Recipient SSG David Bellavia – Medal of Honor recipient David Bellavia sat down with the Center for the Army Profession and Leadership (CAPL) on this episode of *Educating the Force*. David Bellavia is a former United States Army soldier who was awarded the Medal of Honor for his actions during the Second Battle of Fallujah. [Watch it here!](#)

Reflections on Leading, Values, & Beliefs – It is not enough to just recite the Army Values. Soldiers must embody them and inject these values into their everyday life. In this article, Soldiers at the U.S. Army's Sergeants Major Academy (USASMA) illustrate the powerful process of reflection in senior NCOs. [Read it here!](#)

Future Operational Environment (OE) and Emerging Threats – From the *Military Intelligence Professional Bulletin*: the Future Operational Environment Directorate, discusses what the future OE could look like for the U.S. Army in 2050 in order to explore "the realm of the possible" and generate topics for intelligence analysis. [Read it here!](#)

PODCAST: Breaking Doctrine Episode 9: Foxhole Fundamentals, ADP 5-0 Planning Pitfalls – In this episode of *Breaking Doctrine* – Foxhole Fundamentals, CPT Wyatt Harper discusses the pitfalls of planning in *ADP 5-0, The Operations Process* with guest and lead author of ADP 5-0, Mr. Michael Flynn. [Apple Podcasts](#) or [Google Podcasts](#)

Building Cohesive Teams – From the Center for Army Lessons Learned (CALL): Cohesiveness is critical to high performing teams. Each member must understand their role, know their responsibilities, and trust their teammates. This handbook describes methods on how to build cohesive teams and provides indicators to measure performance. A great resource for leaders at all echelons. [Read it here!](#)

PODCAST: First to Fire! – In the second episode of *Today's Air Defender* Podcast, CSM Randy Gray, Air Defense Artillery Regimental Command Sergeant Major, provides advice on combatting the two corrosives and suicide; broadening NCO's assignments; and how to be an effective leader. [Listen here!](#)

DRIVING CHANGE

VIDEO: TRADOC LPD #8: Let's Talk About It: Sexual Assault and Harassment Prevention – Edward "Obbie West" Wilson, a spoken word artist and retired U.S. Army Soldier for Life, joins the leader professional development webinar hosted by MG Lonnie Hibbard. Obbie West provided his insights and real world examples on how to directly address the issues of sexual assault and harassment. [Watch it here!](#)

Electric Propulsion: a Game Changer – From *eARMOR*: Electric-powered vehicles may soon double operational reach; increase lethality and survivability; and reduce the Army's logistics burden. The widespread adaptation of electric vehicles, is altering the auto industry and will revolutionize the way we maintain and sustain vehicles. [Read it here!](#)

Centralized Boards Need a Clearer Picture of NCO Performance – MSG Philip Pruchisky argues for changes to the NCOER that would increase NCO participation in the process and provide a clearer, more accurate evaluation of an NCO's potential for successive positions. [Read it here!](#)

Cavalry Operations in the Division Fight and the Need for a Scout – CW4 Engelhard asks: what purpose will the cavalry serve on the future battlefield, and what is its role in future large-scale combat operations (LSCO)? [Read it here!](#)



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2080 Defense Force and Beyond – This article explores both developing and hypothetical technology anticipating future battlespaces the U.S. should prepare for to remain a global power. SGM Rafael Hernandez explores three potential areas for future conflict: the Arctic Circles, renewable resources and habitable space. [Read it here!](#)

Long-range Fires Gap – From *Field Artillery Professional Bulletin*: WO1 Conor McCarrell discusses the Fires capability gap and potential mitigations. He argues modernization for all Field Artillery echelons will improve our lethal capabilities and provide methods of application and thinking when engaging against potential near-peer threats. [Read it here!](#)

Leveraging Multi-Domain Military Deception to Expose the Enemy in 2035 – By threatening U.S. access into a theater, adversaries can undercut America's expeditionary way of war. However, future U.S. forces can provoke an opponent into unmasking the long-range sensor and strike assets with multi-domain military deception. [Read it here!](#)

The Inevitable Threat: Climate Change and the Operational Environment – From *The Mad Scientist Laboratory*: Climate change will influence migration, disease, installation security, and resource accessibility. Potential solutions to tackle this could also present an inherent threat if used for nefarious purposes. Thus, a robust understanding of the intersection of climate change and national security is essential for an effective and resilient Army. [Read it here!](#)

Analytic Tradecraft Standards: An Opportunity to Provide Decision Advantage for Army Commanders – The nine analytic tradecraft standards used by the intelligence community could be adopted by the Army Military Intelligence Corps to further professionalize Army all-source analysis. [Read it here!](#)

PODCAST: The Convergence: Going on the Offensive in the Fight for the Future – Featuring the Undersecretary of the Navy discussing *Strategic Latency Unleashed* and how to think radically about the future, capitalize on talent, and unleash technological convergences to out-compete, and when necessary, defeat our adversaries. [Listen here!](#)

TRAINING

Building a Unit Combatives Program – MAJ Robert Squier argues that the Modern Army Combatives program is essential to the development of a warrior's mindset by requiring Soldiers to "face their fears and overcome stressful situations." This article presents advice on how to best develop a unit-level Combatives program. [Read it here!](#)

Improved Doctrine, Improved POIs, Improved Soldiers: Using a Cognitive Approach to Refine Marksmanship Methodology – From *Infantry Magazine*: the authors break-down the most recent updates to the U.S. Army weapons training strategy, associated doctrine and methodology. [Read it here!](#)

Training MLRS for LSCO – From *Field Artillery Professional Bulletin*: the authors discuss training strategies and objectives for Multiple Launch Rocket System (MLRS) units to prepare for large-scale combat operations. [Read it here!](#)

Dragon's Tooth Reduction Experiment – From *Engineer Magazine*: 1LT Kendall Munsey details the results of a series of breaching experiments done by the 55th Mobility Augmentation Company (MAC) executed in South Korea. The training focused on breaching techniques for Dragon's Teeth, large fortifications of reinforced concrete used to restrict mounted mobility. [Read it here!](#)

Forward Support Company Trends in Decisive Action – Sustainment operations determine the endurance, tempo, and operational reach for a maneuver force. A forward support company's ability to forecast sustainment requirements is critical to a unit's tactical success. Insights from the Joint Multinational Readiness Center (JMRC). [Read it here!](#)

LESSONS LEARNED

CALL Insider Newsletter 2nd QTR, FY21 [CAC Required] – Catch up on what you've missed. Highlights include: Operations against a Near-Peer, Leader Development in Contact, News from the CTCs and More! [Read it here!](#)



The Battle to Corregidor: Then and Now – At the commemoration of its 75th anniversary, SSG Harper Evans discusses the battle to retake the island of Corregidor from the Japanese in 1945. [Read it here!](#)

Mustering for War – A new book by Michael G. Anderson and Army University Press that analyzes National Guard mobilization throughout the Global War on Terror. [Read it here!](#)

Cash is King: Units Must Incorporate Cash and Finance Operations – COL Greg Worley in *Army Sustainment* argues that Army units must train Finance Operations in preparation for Large Scale Combat Operations (LSCO), in which, cyber-attacks can reduce Commanders’ abilities to utilize electronic payment infrastructure. [Read it here!](#)

Mission Command Training Program (MCTP) Key Observations Bulletin [CAC Required] – FY21 MCTP Observations from Warfighter Exercises. Providing observations and trends from the most recent exercises, and covering best practices, gaps, challenges, and lessons learned from units at echelon planning and executing multi-domain, large scale combat operations against a peer level threat. [Read it here!](#)

The 1993 Hantavirus Pulmonary Syndrome Outbreak and Lessons for Today [CAC Required] – From *The Medical Journal*: This article recounts the investigation into the 1993 outbreak of Hantavirus Pulmonary Syndrome and the spectrum of issues that medical communities must face when dealing with a mysterious outbreak. [Read it here!](#)

Why the next “Cuban Missile Crisis” Might not End Well: Cyberwar and Nuclear Crisis Management – How vulnerable are we, during a crisis, to an adversary hacking into our nuclear command and control elements and introducing mis- or disinformation? [Read it here!](#)

DOCTRINE

ATP 3-05.1, Unconventional Warfare at the Combined Joint Special Operations Task Force Level [CAC Required] – Update Published 09 APR 21. [Read it here!](#)

ATP 3-11.37, Multi-Service TTPs for Chemical, Biological, Radiological and Nuclear Reconnaissance and Surveillance [CAC Required] – Update Published 31 MAR 21. [Read it here!](#)

ATP 3-11.74, Chemical, Biological, Radiological and Nuclear Platoons – NEW Platoon doctrine for CBRN. Published 15 APR 21. [Read it here!](#)

ATP 3-34.22, Engineer Operations – Brigade Combat Team and Below – Update Published 14 APR 21. [Read it here!](#)

ATP 3-39.4, Military Police Platoons [CAC Required] – NEW Platoon Doctrine for Military Police. Published 09 APR 21. [Read it here!](#)

ATP 3-90.99, Desert Operations – Update Published 07 APR 21. [Read it here!](#)

STP 34-35G14-SM-TG, Soldier’s Manual and Trainer’s Guide for MOS 35G, Geospatial Intelligence Imagery Analyst Skill Levels, 1, 2, 3, and 4 [CAC Required] – Update published 02 APR 21. [Read it here!](#)

TC 3-22.69, Advanced Situational Awareness – NEW Doctrine detailing advanced situational awareness techniques at the individual level and in training. Published 02 APR 21. [Read it here!](#)

TC 3-34.200, Bridge Crewmember Qualification Tables – NEW qualification tables for Engineer Bridge Units. Published 19 APR 21. [Read it here!](#)