INDEX

achieving, 65–67
active voice, 105
adjoining sheets diagram, 183
Afghanistan, 77, 87
Aristotle, 46
Army leadership levels, 9
Assistant Cadet Battalion S3, 124
attributes, 6
automatic rifleman, 160, 161, 164, 166, 173
azimuth, 199, 200

Babylonian, 147
back azimuth, 203
back-brief, 124
Baghdad, 49, 51–52
Baker, Vernon J., 2Lt., 25
Ballard, Robert A., Lt., 145
Bataan, 19, 114
Bataan Death March, 114
Battle of Balaklava, The, 103–104
Be, Know, Do, 3, 4, 5–8, 141
Bleak, David B., Sgt., 23
BLUF, 104
body composition, 78
Body Fat Standards, 78
bottom line up front (BLUF), 104
Bradley, Omar N., Gen., viii, 45
Brewster-Norman, Diane, 106
buddy teams, 161
Bush, George W., 37

Cabanatuan, 114
Cadet Battalion Command Sergeant
Major (CSM), 124
Cadet Battalion Executive
Officer (XO), 124
Cadet Battalion Public Affairs Officer
(PAO), 125
Cadet Battalion S1 (administrative
officer), 124
Cadet Battalion S3 (operations
officer), 124
Cadet Battalion S4 (logistics officer), 124
Cadet Command Leadership
Development Program, The, 11
Cadet Company Commander, 125
Cadet Company Executive
Officer (XO), 125
Cadet Company First Sergeant, 125
Cadet evaluation report, 13–14
Cadet NCO ranks, 122
Cadet officer ranks, 121
Cadet Platoon Leader, 125
Cadet Platoon Sergeant, 125
Cadet Squad Leader, 125
Cadet Unit Structure, 123
cardio-respiratory (CR) endurance, 78
Cato the Elder, 104
chain of command, 121, 123–125
character, 17–29
Churchill, Winston, Sir, 76, 109
Clark, Mark, Gen., 2
Clarke, Bruce C., Gen., 70
cillow, 187, 188
climate and culture, 62
coaching, 64
colors, 129–130, 132
command, 4, 10
commitment, 57
communication, 102–108
compass, 146, 147, 149, 152–153
competence, 7, 8
compliance, 57
concealment, 169
confidence, 36
Connelly, William, Sgt. Maj., 25

Contemporary Operating
Environment, 111
Continental Army, 120, 121
contour interval, 182, 207
contour lines, 207
control points, 146–147, 150–152, 153
corporate culture, 138, 140–141
Corregidor, 19, 114
counseling, 64
cover, 169
Crandall, Bruce P., Maj., 36
creed, 27, 113, 114
curved-line distance, 210, 211
cut, 189
dead reckoning, 152–153
Dean, Christopher, 1st Lt., 49
deciliation, 183
deciliation diagram, 204–205
depression, 90–91, 186–187
Desert Storm, 199
developing, 61–65
diet, 81–83
direct leadership, 9, 10
distress, 87
diversity, 45
domain knowledge, 48–51
draw, 187, 188
Drucker, Peter, 98
Drum, Hugh, Gen., 128
Edwards, Robert D., Sgt., 65
Eisenhower, Dwight D., 23, 26
elevation, 206
empathy, 26–27
esprit de corps, 8
ethos, 112
eustress, 87
Ewell, Richard S., Lt., 102
exercise, 76–80
expertise, 138–139
fieldcraft, 48
file formation, 175, 176
fill, 189
final protective line, 164
fire team, 157, 158, 161, 166
fire team leader, 161, 166
FITT, 79–80
flexibility, 78, 79, 80, 81
Food Pyramid, 81–83
France’s Argonne Forest, 41
G-M angle, 183, 204–205
Gates, Julius W., Sgt. Maj., 35
George Washington University, The, 148, 149
Gettysburg, 102
goals, 97
Gordon, Gary, MSG, 111
Grant, Ulysses S., Gen., 106
Great Britain, 121
Great Raid, 114
grenadier, 161, 166, 167
grid azimuth, 200–201
grid coordinates, 189
grid north, 183, 204
grid reference, 183
grid zone designators, 183
“Hail to the Chief”, 129, 132
handrails, 153
Harvey, Francis, J., 54
Hester, Leigh Ann, Sgt., 3
high crawl, 171
high-explosive (HE) round, 164
hill, 185
Hughes, Christopher, Lt. Col., 51–52
infrared (IR) aiming device, 158
innovation, 44–45
interpersonal tact, 45–47
Iraq, 147, 157
Jackson, Thomas J.
(Stonewall), Lt., 35, 47, 102
Jefferson, Thomas, 16
Kennedy, John F., 22
King, Martin Luther, Jr., Dr., 104, 109
Kingston, Joseph, 1st Lt., 28
Kissinger, Henry, 94
Korea, 23, 28–29
Krueger, Walter, Lt. Gen., 115
Lawrence, T. E., 50
LDP Model, 12
LDRSHIP, 18
Leader Development and Assessment Course (LDAC), 123
leader intelligence, 40, 42–51
leadership, 4–12
leadership presence, 32–36
leadership vs. management, 10–11
leadership requirements model, 56
leading, 56–61
Lee, Robert E., Gen., 101–102
legend, 181
lensatic compass, 203–204
Light Brigade, 103
Lorimer, George H., 72
Louisell, William C., Capt., 46
low crawl, 171
M16 rifle, 158, 160
M16/M4 rifle, 158, 159, 160, 164
M203A1 Grenade Launcher, 161, 163, 165
M249 Squad Automatic Weapon (SAW), 160, 161, 162
M4 Carbine, 161
M4 MWS Carbine, 159
M4/M4A1 Carbine, 159
M68 Close Combat Optic, 159
MacArthur, Douglas, Gen., 19–20, 23, 136
magnetic azimuth, 203
magnetic north, 183, 204
maneuver, 169
map, 147–150, 180–182
Medal of Honor, 20, 23, 25, 37, 42
Mendonca, Gisela, 2Lt., 87
Mental Agility, 43
Mentoring, 64
Meyer, Edward C., Gen., 12, 64
military bearing, 34–35
military courtesy, 129, 131
military customs, 129, 131
military rank progression, 131
military salute, the, 131–134
mission, 139–141
mission statement, 96–97
Mogadishu, 111
Montgomery, Viscount, Field Marshall, 48
Movement Techniques, 170
Mucci, Henry A., Lt. Col., 115
Murphy, John F., 1st Lt., 115
muscular endurance, 78, 80
My Lai, 17

National Anthem, 129, 132
National Guard, 3
Nein, Timothy, Staff Sgt., 3
noise, 102
Noncommissioned Officer’s Manual, 45
Noncom’s Guide, 32
Normandy, 132, 145–146
notes, 183

Oath of Office, 9
Operation Just Cause, 179
orienteering, 146–153

pacing, 153
Panama, 179
passive voice, 105
Patton, George S., Gen., 18, 28, 40
personal mission, 96–97
Philippines, 18–19, 114–115
phonetic alphabet, 192
physical fitness, 35, 78–83
Pimentel, Eliel, Lt., 77
platoon leader, 158
platoon sergeant, 158
platoons, 157, 158, 166
POW, 114–115
Powell, Colin, Gen., 46, 65, 95
POWER model, 71, 73
P-R-I-C-E, 80–81
Prince, Robert W., Capt., 115, 116
profession, 138–141
professionalism, 34, 141
protractor, 189, 190, 200–202
P-R-O-V-R-B-S, 78–79
Purple Heart, 157
Pyle, Ernie, World War II correspondent, 164

Raglan, Lord, 103
rank, 9, 121–122, 131
Reagan, Ronald, 104, 109
receiver, 102
reporting, 133–134
resilience, 36
responsibility, 138, 139
“Reveille,” 129
Rickenbacker, Eddie, Capt., 24
ridge, 186, 187
Ridgway, Matthew B., Gen., 55
Rieman, Tommy, Sgt., 157
rifleman, 158, 161, 164, 165, 166, 173
Roosevelt, Franklin D., 19, 104, 109
saddle, 185, 186
saluting people in vehicles, 132
scale, 182
Schofield, John M., Maj. Gen., 21
self-awareness, 63
sender, 102
seven Army values, 5, 18–26
Shinseki, Eric K., Gen., 27, 110
Shughart, Randall, SFC, 111–112
signs of major depression, 91
Silver Star, 157
SMART Goals, 72, 97
SMART model, 72
Soldier’s Creed, 27, 111, 113, 141
Somalia, 111
sound judgment, 44
spur, 187, 188
squad, 157, 165–166
squad leader, 166
squad, 157, 166
steering marks, 153
straight-line distance, 208
stress, 87
suicide, 91–92
tactics, 48
Target Heart Rate (THR), 79–80
team leader, 158, 161, 166, 173
terrain association, 153
terrain features, 185
Thatcher, Margaret, 109
Thermal Weapons Sight, 159
Thompson, Hugh C. Jr., Warrant Officer (WO1), 17
3-5 second rush, 170, 172
thumbing, 153
“To the Color”, 129, 132
topography, 184
true north, 183, 204
units, 43, 50
use active voice, 105
valley, 185, 186
values, 17
Vietnam, 17, 33, 36–37
vision, 4, 96
von Moltke, Helmuth, Field Marshal, 100
warning signs of suicide, 92
Warrior Ethos, 27–29, 111, 112–114
Washington, George, Gen., 22, 120, 137
wedge formation, 173, 174, 176
Wright, Robert K. Jr., Maj., 179
York, Alvin, Sgt., 41–42
Zierdt, Jr., John, Col., 199