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REDLEG *Update*

The United States Army Field Artillery Branch's Newsletter

From the FA Commandant's Desk: *Caring for Soldiers*

From the Desk of the
FA Command Sergeant Major:
Taking Care of Soldiers

LEADERSHIP AND SOCIAL MEDIA

#3 TAKE CARE OF THE TROOPS (ALWAYS)

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Stephen J. Maranian
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Commandant,
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Stephen J. Maranian

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Inside This Edition

{Click on pg # to jump to corresponding page inside}

Page 3: From the FA Commandant's Desk:
Caring for Soldiers

Page 5: From the desk of the FA Command
Sergeant Major: *Taking Care of Soldiers*

Page 8: *Leadership and Social Media*

Page 12: Book Review
Leadership: The Warrior's Art

Editor's Note:

At the end of each article,
click on this icon



**Click here to jump
to Table of Contents**

to get back to the Table of Contents

On the Cover: U.S. Army Sgt. Stephen Mathews (Left) and Sgt. 1st Class Denis Valora (Right) with B Battery, 1st Battalion, 38th Field Artillery Regiment, 2nd Infantry Division/ROK-US troubleshoot a down vehicle in South Korea, Dec. 8, 2017. Repairers are trained to quickly troubleshoot and fix vehicles in any environment to ensure mission readiness at all times. (U.S. Army photo by Staff Sgt. Carl Greenwell)

From the FA Commandant's desk

Caring for Soldiers

“Caring for your Soldiers means doing all you can to try to help them meet their physical, security, social, and higher needs. Some leaders get the idea that caring for their Soldiers only means ensuring that they have adequate food, clothing, rest, shelter, and necessary weapons and equipment to do their jobs. Providing for these physical needs is critically important, but caring for your subordinates goes much further.”

- FM 22-100, p. 234, 31 Oct 1983

As leaders, we tend to speak in terms of “taking care of Soldiers,” as though that leadership responsibility, while paramount, is the extent of what is expected of us. Yet, truly caring for our Soldiers goes beyond what our modern day doctrine prescribes. You won’t find the quote above translated into today’s ADP or ADRP 6-22 Leadership manuals, but caring for Soldiers, as a character trait of leaders, vice “taking care of Soldiers” has never been more essential in modern Army formations. I’d like to share a few thoughts on meeting our Soldiers’ physical, security, social and higher needs as a reminder for our young leaders and a refresher for our more seasoned leaders. As a commander at multiple echelons, I’ve learned that my investment in caring for Soldiers will be repaid many times over in their recommitment to the mission.

The physical needs of Soldiers go beyond helping them develop the resilience to rebound from the trials of personal and professional stressors. We must commit to ensuring our Soldiers’ access to quality health care. Good and regular medical, dental and behavioral care not only helps us achieve a higher deployability ratio; more importantly, it ensures the fitness of our Soldiers to meet the missions tasked to them. Lead-

ers must monitor the health of their troops by asking the right questions: Are they satisfied with their care provider? Is their care provider responding to their stated needs? If taking medications, are those working as prescribed? If the answer to any of these questions is “no,” personally follow up and alert Medical Department Activity (MEDDAC) leadership of your concerns.

Soldier’s security needs are even more varied in garrison than they are downrange. Be on the lookout for signs of physical or mental abuse, whether hazing in the unit or spousal abuse in the home. Enlist junior leaders in helping you identify warning signs. Visit your Soldiers’ (and subordinate leaders’) homes, but do so in an unobtrusive way. If off-post, do they live in a safe neighborhood? Request your installation provost marshal set up a quarters’ check program for Soldiers and their families who may go out of town for extended periods. Ask your spouse and/or Family Readiness Group (FRG) leader to reach out to unit spouses individually. Young spouses are still learning the ropes of what it means to be part of the Army family and often simply don’t know what they don’t

Continued on Page 4, See FA Commandant

From the FA Commandant... Continued from Page 3

know. Experience tells us their Soldier spouses are sometimes less than perfect in bringing home what you'd consider to be essential news for family members. Understand the financial assistance programs available to Soldiers and make sure junior leaders do, as well. With all these efforts, the guiding principle is to create a secure environment, both in garrison and on the home front. A Soldier who needn't worry about their own safety and security or that of their family members is a Soldier who can focus their full energies on the mission at hand.

Humans are social beings, by nature, and the Army shouldn't be expected to fill its Soldiers' social space 24/7. Still, there are ways we can demonstrate care for our troops' social needs. Invite a representative from the garrison education center to talk to your Soldiers about college or technical training opportunities. Ensure unit-wide distribution of Morale, Welfare and Recreation (MWR) opportunities and get plugged in to events happening in the local community. Hold unit organizational and "Jane Wayne" days, where spouses and children can participate in family-themed activities. Recognize your Soldiers with awards, home town news releases and passes. Within public affairs and operational security (OPSEC) guidelines, establish unit social media accounts and use them to disseminate important information to family members and to positively recognize high-performing Soldiers. Our Soldiers maintain extended social media networks; understand those networks and respect them. Remember birthdays and anniversaries and send notes to the spouses; they'll be blown away.

Finally, tend to your Soldiers' higher needs. These include the need for religion, increased competence, serving a worthwhile cause and being needed. Of course, your unit ministry team is well-postured to help address your Soldiers' religious needs, so ask your unit chaplain how they will do that. Be sensitive

to religious service needs during field exercises and plan for those. Look for institutional training opportunities for high-performing Soldiers and (sometimes) use those as rewards. Then, demand your newly-trained Soldiers bring their skills back to the unit and implement what they've learned. Institutional training, whether professional military education (PME) or functional training, increases readiness by adding to the individual and collective skill set. Never treat any

institutional training opportunity as merely a check-the-block exercise. Remember to publicly praise, but keep the discipline private. Spend as much time in informal conversations with your troops as you spend in formally counseling them. They'll

notice the difference.

Empathetic care for the troops is so much more than "taking care of Soldiers." Good leaders show care for their Soldiers and for themselves. When we look after our charges' physical, security, social and higher needs, the investment is repaid with interest, unit trust and cohesion is enhanced and we build readiness.

We have the greatest Soldiers in the world, and with your leadership and dedication, we will continue to be the World's Premier Artillery force; ready to deliver decisive fires, 24/7/365, regardless of weather, in any terrain, quickly, accurately, and Danger Close.

BG Stephen J. Maranian

"The day Soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership."

– GEN Colin Powell



From the Desk of the Field Artillery CSM

Taking Care of Soldiers

From the time I was a young Soldier, I've heard the phrase, 'taking care of Soldiers.' Throughout my career however, I have also seen this phrase used across a spectrum of intent – from describing literal actions taken, to attempts at covering inaction. I suppose it all depends on the perspective and leadership style of the leader in how it applies and what each would hold as their approach to, 'taking care of Soldiers.' Whether we attempt to measure their effectiveness through various means - from quantifiable measurements to subjective assessments – there is but one true test if our approach is effective or not; the success of the Soldiers which we lead.

There's no clear-cut checklist or step-by-step performance measures that a leader can follow to ensure success. There are plenty of creeds, doctrine, and policy to assist, but the fact is that it is action that Soldiers remember. Those actions (or inaction) is what will determine how your Soldiers are cared for, and subsequently will influence how they will care for themselves, their Soldiers in the future, and you. It is a cycle of action leading to experience, experience leading to wisdom, and wisdom influencing action. No matter how much doctrine we read, how much emphasis we place on memorizing and reciting creeds, or policy letters we create, without actions, we won't take care of our Soldiers.

A leader can tell their Soldiers all day long that they care about them, but leaders whose actions demonstrate care actually make the difference. The obvious question is how does a leader demonstrate care? It's open to interpretation, and if you were to survey any number of leaders, you'd likely get a number of varied responses. For the sake of brevity, I'm going to stick to broad topics that can be applied at various echelons; approaches which apply to action and will make a difference.

First, let's not forget the business we're in. The

Field Artillery mission is to destroy, defeat, or disrupt the enemy... We're in the killin' business and this business is inherently dangerous on both ends of the azimuth. If we are not optimizing every opportunity to train our Soldiers to win in large scale combat operations - like lives depend on it - then we're not taking care of our Soldiers. We need to have the focus and urgency in every aspect of our training that the next round we fire will be in combat; to train our Soldiers to the level of proficiency required for them to be stone-cold experts in their craft. "Good enough, ain't it." "We'll get to it next time," won't cut it. The next time may be in the face of a determined enemy, and you can bet right now that enemy is training hard to be the last one standing. As a leader, the opportunities at echelon you create to train, may be the difference between victory and defeat, between life and death. Don't fall into the trap of "we don't have time to train." Look for every opportunity in already allotted time that you can use to train them. It may not be "dedicated" time for XX training, but assuredly, with initiative and creativity, anytime can be leveraged to this end. In the motor pool for scheduled command maintenance? Conduct solid maintenance, and I'm sure a Chief with some initiative and creativity would also use that time to train – assembly/disassembly of the breech, commo, FCAT – any number of things that you can do right there with time already allotted to increase your Soldiers skills and proficiency as well as their chance to dominate in battle. Same goes for scheduled training, make it important, be there and execute it to standard until everyone knows their job cold, then do it again under different conditions with greater variables; add context to the training – tell them the "why." They may complain, but I'd rather hear their gripes now than never

Continued on Page 6, See From the FA CSM



From the FA CSM... Continued from Page 5

hear their voice again because I failed them. Nothing demonstrates that you care about your Soldiers more than ensuring they have the skills necessary to win against a determined enemy.

Second, be with your Soldiers every chance you get. The more time you spend with them, the better you'll get to know and understand them - what motivates them, what their interests are, what they know and don't know, and the difference between their needs and desires. Do this enough and you'll learn all about their families, finances, conquests and experiences - you may identify potential problems they are having or things that are going on with your Soldiers that you may not have discovered until it was too late. You might hear some things you can't unhear. Either way, you're gaining an understanding of what makes them tick and they're witnessing your willingness to be with them. You spend enough time with them, they'll get to know you, too. You don't need to make it an inquisition. You don't need to make it formal. Just be there doing what they are doing, in the conditions they're doing it in. Don't be a fair weather leader - they'll remember those rough times that their leader was right there in the suck with them - on the firing line in the rain, on the OP at 3 a.m., rucking alongside them or under the sun in the motor pool all afternoon. If they know you're willing to spend that kind of time with them, they'll be much more confident you'll be there through rougher times. Nothing builds cohesiveness faster than shared experience.

Third, lead through listening. Leaders often get caught up in their own experience and forget what it was like to not be heard. I get it, this isn't a democracy and sometimes they'll be required to act/react without hesitation, but any chance you have to listen to what your Soldiers have to say is an opportunity to learn from your Soldiers. Some of the best ideas and simplest solutions can come from those whom we ask to execute our GFIs. If what they suggest is way-off, then it's an opportunity for you to explain why and perhaps educate them. If what they say is spot-on, then you've gained an opportunity to expand your knowledge and experience. Either way, you've had a chance to effectively communicate with your Soldiers, and have built mutual respect. A personal, peacetime example of this

occurred while we supported the Screaming Eagles during a rotation at JRTC. The First Sergeant and I were trying to get our replacements from the BSA to the position which Geronimo had beleaguered for over 8 hours. They also had a solid TRP outside the gate of the BSA and were destroying anything that rolled out with effective mortar fire. So as the First Sergeant and I war-gamed several complex scenarios to save the day, one of our Soldiers, leaning against his ruck said 'Hey, Smoke... this is the 101st, don't they got helicopters?' In all of our wisdom and experience, we hadn't considered one of the simplest solutions available. I learned a valuable leadership lesson that day and I owe it to that Soldier leaning against his ruck.

Fourth, don't compromise standards or your integrity. There are regulations and standards covering just about everything you can think of in the Army. Where we do a disservice to our Soldiers and ourselves is when we make our own exceptions. Standards are there for a reason - so everyone knows what the ground rules are. If we make our own exceptions, we change the ground rules for our Soldiers and subsequently we spend quite a bit of time managing exceptions. The end result is it won't be fair. If we just follow what the regulation says and take the emotion out of it, Soldiers won't have to guess what applies and what doesn't. The ground rules are clear, everybody knows them and you hold everyone to them. Everyone. When the standards are clear and the penalty for failing a standard applies to all equally, they'll respect you whether they fail or meet the standard - it becomes clear that the responsibility is for everyone. Hard, but fair is perhaps one of the best compliments a leader can get.

Finally, teach them to take care of each other and themselves. Develop in them a sense of ownership for whatever issues they may have and involve them in resolving it. Whether it's an issue that pertains to a few individuals or the collective team, failure to resolve ultimately affects the entire team. I'm not advocating leaving it up to them to resolve issues alone or on their own but with your guidance, coaching and follow-up.

Continued on Page 7. See From the FA CSM



From the FA CSM ... Continued from Page 6

Involving them in the process will increase their level of responsibility, self-reliance and experience while demonstrating 'caring for their own.' Your involvement in the process will not only demonstrate that engaged leaders make a difference, but shows Soldiers that they need to be part of the solution, not just point out the problems. Soldiers know where the problems are, if we involve them in resolving those issues, you tend to have fewer issues going forward. The sense of collective responsibility fosters greater personal responsibility in most. Soldiers in this environment will strive to not be the one that's holding the team back and will be more likely to police themselves and each other. If you create this environment they adapt a collective identity that they will adamantly protect, and as new team mates join, it becomes perpetual.

If you were expecting this article to be a list of agencies or programs that provide assistance to Sol-

diers, or how to resolve specific Soldier issues, I'm sorry to disappoint. As I said up front, leaders whose actions demonstrate care actually make the difference. Through these actions, you create a climate where Soldiers know their leaders care about them and their families and they themselves will reciprocate no matter where you take them. You know you've arrived as a leader when Soldiers execute not because they have to, but because they don't want to disappoint you.

King of Battle!

CSM Berk Parsons

 [Click here to jump to Table of Contents](#)



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Taking Care of Soldiers Leadership and Social Media

By Dayton Ward
NCO Journal

Many people rely on the internet to obtain information, receive news, shop, conduct business, play games, watch films and television, and communicate. Within this realm, social media has served to personalize experiences and afford individuals the opportunity to share them with others. The ability to instantly connect with a network of loved ones and friends, as well as engage with total strangers about similar interests, is perhaps the platforms' greatest strength.

For military members stationed overseas, deployed to forward areas, or aboard ships, social media is an invaluable morale tool that provides a welcome connection to families back home. From an organizational standpoint, employing social media offers ways to share information with other units as well as interact with neighboring civilian communities.

Is social media prone to misuse or abuse? The unfortunate answer to this question is, "Yes." Using the internet and social media brings risk to individuals, businesses, and other public organizations. It can be a conduit for unwanted access to private, personal, and corporate information, and this of course presents even greater security concerns for government and military entities. Nevertheless, social media is an integral part of everyday life, and its benefits can be appreciated even as we work to offset potential risks. For the Army, these are ongoing challenges that noncommissioned officers regularly confront.

Getting In Step with Social Media

In 2007, the Department of Defense blocked social networking sites, such as MySpace and YouTube, on military computers.¹ After revisiting the prohibition in 2010, the DoD rescinded the directive, having

1 Dan Frosch, "Pentagon Blocks 13 Web Sites from Military Computers," *The New York Times* website, May 15, 2007, accessed December 19, 2017, <http://www.nytimes.com/2007/05/15/washington/15block.html> (<http://www.nytimes.com/2007/05/15/washington/15block.html>).

determined the benefits of this ever growing method of communication and information exchange could be embraced while taking proper steps to mitigate risk.²

This cleared the way for military personnel to access emerging social media platforms like Facebook and Twitter from DoD computers, and encouraged units and organizations to explore means of leveraging the power of these venues for important activities such as unit communication, training, family support, and community outreach.³

Today, the government and military's presence on social media is entrenched. For the Army, this effort is spearheaded by the official U.S. Army Social Media (<https://www.army.mil/socialmedia/>) website. Designed as an information portal, it is the primary aid for all Army personnel to better understand their "role in Army social media" and provides easy access to policies, guidance, education, and training in order to "create an environment where trusted information is disseminated to the Army family and the public."⁴

Social Media As A Leadership Tool

2 CNN, "U.S. Military OKs Use of Online Social Media," CNN website, March 4, 2010, accessed December 19, 2017, <http://www.cnn.com/2010/TECH/02/26/military.social.media/index.html> (<http://www.cnn.com/2010/TECH/02/26/military.social.media/index.html>).

3 Maj. Brenton Pomeroy, "Time to Engage in Social Media," *Military Review* website, March 23, 2017, accessed December 19, 2017, <http://www.armyupress.army.mil/Journals/Military-Review/Online-Exclusive/2017-Online-Exclusive-Articles/Time-to-Engage-in-Social-Media/> (<http://www.armyupress.army.mil/Journals/Military-Review/Online-Exclusive/2017-Online-Exclusive-Articles/Time-to-Engage-in-Social-Media/>).

4 U.S. Army Social Media website, "Overview" page," accessed December 19, 2017, <https://www.army.mil/socialmedia/> (<https://www.army.mil/socialmedia/>).



Continued on Page 9, See Social Media

Social Media... Continued from Page 8

The newest generation of Soldiers have no memory of life without the internet or social media. Communicating with friends in private or public online spaces is second nature to them, but by no means are they alone. Statistics and comparison of demographics between the military and the total U.S. population suggests more than 90 percent of the active duty force across all service branches makes regular use of social networking sites.⁵

For Army leaders, social media represents a unique means of extending their influence. It allows for the rapid, concise exchange of information and ideas with Soldiers and their families, as well as the press and the general public.⁶ Unit commanders and senior NCOs use resources such as Facebook to hold “virtual town halls” online. Such platforms offer an effective means of communication with Soldiers and families who may be geographically dispersed.⁷ They can also be employed to conduct training, conferences, or other professional gatherings when assembling the intended audience at a physical location is less desirable or unfeasible from a time or cost perspective.

At the local/tactical level, NCOs have at their disposal an easy means of staying in direct contact with their Soldiers. For those still learning to embrace social media, this can pose a challenge when exploring it as a communications option with subordinates. Even if one does not actively participate in social media forums and other activities, it is still important

5 Office of the Deputy Assistant Secretary of Defense, “2014 Demographics: Profile of the Military Family,” Department of Defense, accessed December 18, 2017, <http://download.militaryonesource.mil/12038/MOS/Reports/2014-Demographics-Report.pdf> (<http://download.militaryonesource.mil/12038/MOS/Reports/2014-Demographics-Report.pdf>).

6 U.S. Army Social Media website, “Leaders” page, accessed December 19, 2017, <https://www.army.mil/socialmedia/leaders/> (<https://www.army.mil/socialmedia/leaders/>).

7 Maj. Brenton Pomeroy, “Time to Engage in Social Media.”

to understand how younger Soldiers in particular view these platforms.

“Facebook is an extension of the barracks,” said 1st Sgt. Aaron R. Leisenring, 1st Battalion, 111th Infantry Regiment, Pennsylvania Army National Guard, during the NCO Solarium II (<http://tradocnews.org/stand-to-nco-solarium-ii/>) event at Fort Leavenworth, Kansas. Many of the event’s participants, including

“We used to go to the barracks and check on the Soldiers. Of course, that’s still true, but there’s also Facebook now. You have to be in there.”

-- Sgt. Maj. of the Army Daniel A. Dailey

Sgt. Maj. of the Army Daniel A. Dailey, made similar observations.⁸

“We used to go to the barracks and check on the Soldiers,” said Dailey. “Of course, that’s still true, but there’s also Facebook now. You have to be in there.”⁹

Social Media As A Leadership Challenge

While social media makes it much easier to interact with their Soldiers, NCOs must bear in mind even this form of constant connectivity is not a substitute for true leadership.

“[Social media] is not how we lead Soldiers,” said Sgt. Maj. Boris Bolaños, senior enlisted advisor for the Center for the Army Profession and Ethic, during the “State of NCO Development Town Hall 4” presented by the U.S. Army Training and Doctrine Command (<http://www.tradoc.army.mil/>) in March

8 Kevin Lilley, “NCOs Seek Stronger, Clearer Rules to Police Online Behavior,” Army Times website, December 7, 2015, accessed December 19, <https://www.armytimes.com/news/your-army/2015/12/07/ncos-see-stronger-clearer-rules-to-police-online-behavior/> (<https://www.armytimes.com/news/your-army/2015/12/07/ncos-see-stronger-clearer-rules-to-police-online-behavior/>).

9 Kevin Lilley, “NCOs Seek Stronger, Clearer Rules to Police Online Behavior.”

Continued on Page 10, See Social Media



Social Media... Continued from Page 9

2017. “It is a way to facilitate communication, but the most effective way to communicate with Soldiers is face to face.”¹⁰

Bolaños’ comments were made in response to questions regarding online activity and conduct. NCOs carry the responsibility of ensuring their Soldiers acquit themselves at all times as professional representatives of the Army. This obligation includes online activities, where the proliferation of smart phones and other mobile devices within the ranks has made it easy to share inappropriate comments or post information that violates operations security.

Posters may not even realize they made an error. On occasion, mistakes might not be so innocuous. Such missteps can range from sharing photographs of individual Soldiers or unit activities which may violate OPSEC, to engaging in derogatory, inflammatory, or harassing and bullying behavior.

“At the end of the day, it’s about those decisions and actions that our Soldiers make on and off duty when no one is watching,” said Bolaños. “How well do we know our Soldiers? How well do we know what they’re doing? It goes back to the aspect of leadership, which sets the credibility and foundation for trust.”¹¹

With such concerns in mind, the Army has issued clear policies defining expectations for online behavior. The most recent reiteration of these policies is an All Army Activities message, ALARACT 075/2017 (https://www.army.mil/e2/downloads/rv7/socialmedia/ALARACT_075_2017_professionalization_of_online_conduct.pdf), Professionalism of Online Conduct, which charges commanders and leaders to “reinforce a climate where current and future members of the Army team ... that online misconduct is inconsistent with Army values and where online-related incidents



are prevented, reported, and where necessary addressed at the lowest possible level.”¹²

While there is a desire to strike a balance between Soldier’s private lives and professional responsibilities, it is important to remember that upholding the Army ethic is not a part-time or situational undertaking.

“I don’t think we’re saying not to go to [certain websites], but we’re asking people to remember that they’re professional Soldiers, 24 hours a day, seven days a week “ said TRADOC Command Sgt Maj David Davenport while speaking at the NCO Solarium II. “You can’t just turn your values on and off just because you’re on one of these social media sites.”¹³

Risk to operations security is another obvious concern social media presents. Addressing this ongoing threat requires planning and training not just for Soldiers but also their families and friends. Everything from a spouse or parent’s post announcing their loved one’s pending deployment, to photos of a Soldier or a unit’s location with attached geographical location

¹² All Army Activities Message (ALARACT) 075/2017, “Professionalization of Online Conduct,” August 17, 2017, accessed December 20, 2017, https://www.army.mil/e2/downloads/rv7/socialmedia/ALARACT_075_2017_professionalization_of_online_conduct.pdf (https://www.army.mil/e2/downloads/rv7/socialmedia/ALARACT_075_2017_professionalization_of_online_conduct.pdf).

¹³ Martha C. Koester, “Social Misconduct Violates Army Values.”

¹⁰ Martha C. Koester, “Social Misconduct Violates Army Values, NCOs at Town Hall 4 Say,” NCO Journal, May 11, 2017, accessed December 20, 2017, <http://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2017/May/Social-misconduct-violates-Army-values/> (<http://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2017/May/Social-misconduct-violates-Army-values/>).

¹¹ Martha C. Koester, “Social Misconduct Violates Army Values.”

Social Media... Continued from Page 10

data, are examples of disclosing sensitive information.¹⁴

“Geotagging” is often an automatic feature available on smart phones and digital cameras. Once uploaded to a publicly viewable social media site, photos that include this data are no different from supplying a ten-digit grid coordinate to indicate where it was taken. The potential to unintentionally disclose sensitive information is a very real danger.¹⁵

NCOs, as the first line of Army leadership, must recognize issues like these as ongoing concerns, and develop planning and training in order to teach their Soldiers how to better extend their situational awareness into the online space.

Conclusion

14 Maj. Brenton Pomeroy, “Time to Engage in Social Media.”

15 Lisa Ferdinando, “Soldiers Must Consider OPSEC When Using Social Media,” Army News, May 16, 2013, accessed December 20, 2017, https://www.army.mil/article/103528/Soldiers_must_consider_OPSEC_when_using_social_media (https://www.army.mil/article/103528/Soldiers_must_consider_OPSEC_when_using_social_media).

Properly utilized, social media is a formidable tool which allows the Army to connect with a global audience. NCOs must recognize that it is also an important part of their Soldiers’ lives as well as those of their families. While there are risks which must be acknowledged and challenged, they can be reduced through proper training and education. Resources such as the Army’s social media site (<https://www.army.mil/socialmedia/>) are available to assist NCOs with learning to exploit social media’s advantages while teaching Soldiers how to uphold Army values.¹⁶

Read more on this subject in the Military Review’s “Soldier, Are You on My Friends List? An Examination and Recommendations for the Military Leader-Subordinate Relationship on Social Media (<http://www.armyupress.army.mil/Journals/Military-Review/Online-Exclusive/2018-OLE/Soldier-Friends-List/>).”

16 U.S. Army Social Media website, “Overview” page.

 [Click here to jump to Table of Contents](#)

Joint Operational Fires and Effects Course Schedule

***training dates subject to availability*

***course dates subject to change*

Course security clearance: SECRET Required

Contact your S3 Training NCO for more information

ATTRS information: <https://www.atrrs.army.mil/atrrscc/>

FY: 2018

School: 061

Course: 2E-SIL8/250-ASIL8

Course Title: JOINT OPERATIONAL FIRES AND EFFECTS

Length: 2 Weeks

Schedule:

| Class | Report Date | Start Date | End Date |
|-------|-------------|-------------|-----------|
| 004 | 10 Jun 18 | 11 Jun 18 2 | 2 Jun 18 |
| 005 | 12 Aug 18 | 13 Aug 18 | 24 Aug 18 |

Book Review

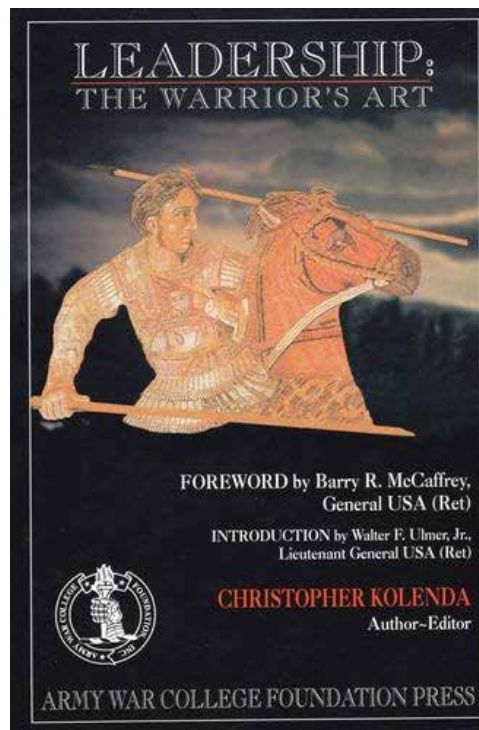
Leadership: The Warrior's Art

by Christopher D. Kolenda

This wide-ranging anthology brings together noted military minds as they examine the crucial role of leadership in the crucible of combat and relate the lessons learned. They also attempt to apply these principles to the stressful world of business.

The book covers both classic and modern concepts of leadership and uses case studies from Alexander the Great through World War II to illustrate principles of leadership in concrete historical contexts.

Kolenda, formerly on the faculty at West Point, has assembled 19 essays around three main sections: ancient and modern



concepts of leadership, historical case studies, and contemporary experiences and reflections on leadership. His three essays are joined by the works of experienced military professionals, including retired three-star Gen. John Woodmansee, former Army Chief-of-Staff Gordon Sullivan, and civilian military-science scholar Dennis Showalter.

This rich intellectual fare coherently defines effective military leadership for both combat and peacetime training environments.

Kolenda eschews the glib hype found in many books on leadership in this refreshingly original title. Highly recommended for all military academy libraries and for academic libraries supporting history and military history collections.

For the complete list of books on the Chief of the Field Artillery/
CSM of the Field Artillery Reading List go to
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 [Click here to jump to Table of Contents](#)