FEATURED ARTICLES

2  Foreword
   General Raymond T. Odierno, U.S. Army

5  Enduring Attributes of the Profession—Trust, Discipline, Fitness
   General Robert W. Cone, U.S. Army
   The TRADOC commander reviews the three enduring attributes of the profession.

10  The Profession of Arms and the Professional Noncommissioned Officer
    Sergeant Major of the Army Raymond F. Chandler, III, U.S. Army
    Noncommissioned officers remain the professional backbone of the U.S. Army.

13  The Army Ethic, Public Trust, and the Profession of Arms
    Lieutenant General Robert L. Caslen, Jr., U.S. Army, with Captain Nathan K. Finney, U.S. Army
    Professions are not professions simply because they say they are. Their clients expect a rigorous ethic and competence as the basis of professional trust.

21  Intrepidity and Character Development Within the Army Profession
    Don M. Snider, Ph.D.
    Character development in the Army should instill "resolute fearlessness, fortitude, and endurance" in its soldiers.

25  The Army Profession of Arms
    General Frederick Franks, U.S. Army, Retired
    The professional military ethic is a shared understanding of the norms and values of our profession.

34  Growing Military Professionalism Across Generations
    Major Edward Cox, U.S. Army; Major Kent W. Park, U.S. Army; Rachel M. Sondheimer, Ph.D, and Colonel Isaiah Wilson, III, Ph.D., U.S. Army
    The Army's expert knowledge can be broadly categorized into four capacities: military-technical, moral-ethical, political-cultural, and human development. Each generation of officers approaches each of these capacities differently.

43  Commentary: Doing the Right Thing
    Command Sergeant Major Anthony Mahoney, U.S. Army
    There is a conflict in every human heart between the rational and the irrational.

46  The Chaplain Corps and the Profession of Arms
    Chaplain (Major General) Douglas L. Carver, U.S. Army, Retired
    The Profession of Arms is supported by a dedicated corps of chaplains who are also professionals.

51  Fight, Kill, Die, Buddy: Words Professional Soldiers Live By
    Brigadier General Sean MacFarland, U.S. Army
    What separates the military profession from all the other occupations is that soldiers are routinely prepared to kill and die.

Cover Art: Battle of Wilson's Creek, 1893, Kurz and Allison. The Battle of Wilson's Creek, fought on 10 August 1861, near Springfield, Missouri, was one of the earliest engagements in the American Civil War. The first engagement fought west of the Mississippi River, it is sometimes referred to as the "Bull Run of the West." The cover commemorates the 150th anniversary of the beginning of the Civil War. The U.S. Army's Profession of Arms had assumed its defining character by the time of the Battle of Wilson's Creek.
56 Army Civilians—Professionals by Any Definition
Volney Jim Warner and Natalie Lui Duncan
Civilians support the Army as a body of professionals; they are willing to do what is necessary for the Army’s success.

67 The Reflective Military Practitioner: How Military Professionals Think in Action
Colonel Christopher R. Paparone, Ph.D., U.S. Army, Retired, and Colonel George E. Reed, Ph.D., U.S. Army, Retired
Understanding the social processes at work in the Army’s construction of professional knowledge can prevent inertia, ossification, and ultimately, irrelevance.

78 Leading Our Leaders
Lieutenant Colonel Tim Challans, Ph.D., U.S. Army, Retired
When policy undermines morality, leadership must come from those ostensibly being led.

81 Controlling the Beast Within: The Key to Success on 21st-Century Battlefields
Major Douglas A. Pryer, U.S. Army
Ethical behavior contributes more to mission success than battlefield technology, armored vehicles, gunnery, or weapons ranges.

92 Becoming an Adaptive Leader
Major Harold H. Whiffen, U.S. Army
Today’s Army officer must be able to recognize change and respond to it promptly and properly, as this study of a former Army star’s misadventures in Iraq attests.

99 Developing NCO Leaders for the 21st Century
Master Sergeant John W. Proctor, U.S. Army
The NCO cares for, trains, and directs soldiers in peace and in war. He is the primary implementer of new doctrine.

BOOK REVIEW ESSAYS

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Reviewed by Emma Vialpando

110 The Fight for the High Ground
by Douglas A. Pryer
Reviewed by Colonel Peter R. Mansoor, Ph.D., U.S. Army, Retired