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)
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.

57 Transformational Stories
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.

65 The Importance of Teaching Followership in Professional Military Education
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.

72 Macro-Ethics and Tactical Decision Making
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.

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)
88 Retaining the Warrior Spirit
Maj. Andrew J. Knight, U.S. Army

The conclusion of combat operations will likely decrease the warrior spirit in the Army. The Army must seek out and retain officers with both heroic leadership and managerial skills to maintain this spirit.

101 The Morality of Intervention by Waging Irregular Warfare
Col. Daniel C. Hodne, U.S. Army

The author explores contemporary just war theory and introduces rationale to aid in determining how and when irregular warfare is morally justified. Understanding what constitutes moral justification for irregular warfare should be part of our joint and Army lexicon.

108 Head Strong
How Psychology is Revolutionizing War
Maj. Andrew B. Stipp, U.S. Army

111 Readers provide analyses of contemporary readings for the military professional