Once Eagle Anton Myrer

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"Once an Eagle is simply the best work of fiction on leadership in print." —General Martin E. Dempsey, 18th Chairman of the Joint Chiefs of Staff Required reading for West Point and Marine Corps cadets, Once An Eagle is the story of one special man, a soldier named Sam Damon, and his adversary over a lifetime, fellow officer Courtney Massengale. Damon is a professional who puts duty, honor, and the men he commands above self-interest. Massengale, however, brilliantly advances by making the right connections behind the lines and in Washington's corridors of power. Beginning in the French countryside during the Great War, the conflict between these adversaries solidifies in the isolated garrison life marking peacetime, intensifies in the deadly Pacific jungles of World War II, and reaches its treacherous conclusion in the last major battleground of the Cold War—Vietnam. Now reissued with a new foreword by acclaimed historian Carlo D'Este, here is an unforgettable story of a man who embodies the best in our nation—and in us all.

The essential guide for NCOs, this edition has been thoroughly revised and updated with the latest information on training, military justice, promotions, benefits, counseling, soldiers, physical fitness, regulations, and much more. • How to train, lead, and counsel troops effectively • Tips on how to move along your career as an NCO by continuing education, training, and professional development • Information about all the regulations NCOs need to be aware of in carrying out their jobs

Play Practice: Engaging and Developing Skilled Players, Second Edition, provides an alternative to traditional sport instruction. This innovative and authentic approach to teaching sports combines contemporary theory with the experience of practical and reflective work in real sport environments. Coauthors Alan Launder and Wendy Piltz, both with wide-ranging experience as players, teachers, and coaches, expand and update the play practice approach they presented in the first edition and show how it can be used to help improve sport skills for players of all ages and abilities. This flexible model of sport pedagogy can be applied as a whole or one element at a time. It covers a wide range of team and individual sports, including archery, table tennis, flag football, snow skiing, cricket, and track and field. Plus, you'll find a wealth of field-tested ideas for working with diverse learners in schools and communities. The second edition highlights the significance of key terms such as games sense, technique, resilience, and fair play. It also provides new information relating to the complexity of learning and addresses the difficulties beginners face in the learning process. The second edition of Play Practice integrates a thorough analysis of skilled performance with an understanding of the conditions under which people best learn. It also shows how the strategies of simplifying, shaping, focusing, and enhancing can help you create situations to maximize learning and positively influence the attitudes of learners. Over 130 illustrations and photos demonstrate specific approaches, ideas that can work for multiple sports, and ways to apply the approach with beginners through elite players. Summary sections in each chapter help you quickly identify and review key topics. And two bonus chapters about the origins, evolution, and theoretical bases for Play Practice are available free for download at www.HumanKinetics.com/PlayPractice. Play Practice is based on the idea that an individual's commitment to achieving mastery is a powerful motivator for learning. Learn to harness these motivators and create enjoyable practice situations in which learners young and old, whether resistant beginners or highly motivated professionals, are encouraged to strive for excellence.

Summarizes discussions with over 450 Army officers (lieutenants through colonels) about leader development in Army units. These discussions revealed that the type and extent of leader development activities vary greatly across units, but that they are generally informal and most heavily influenced by the unit commander. The authors conclude with suggestions on how the Army school system can improve leader development.

The United States, a large, powerful, industrial nation, has developed an Army of a particular nature and size and has evolved a military bureaucracy to run it. The bureaucracy affects everyone, from the Commander in Chief to the rawest recruit at the company level. The bureaucracy is the frame-of-reference of the entire Army culture. An unintended effect of the bureaucracy is to stifle development of junior and mid-level leaders who would be the prospects of tomorrow's top Army leaders. Today's senior leaders, who want candor from subordinates, do not get it. They want to give appropriate military advice to their own superiors in national policy situations of the gravest import, but find the process daunting, threatening and sometimes dangerously ineffective. The novel Once an eagle by Anton Myrer deals with some of these issues in the context of a dramatic story that ranges from World War I to the War in Vietnam. The novel has found a wide readership in certain military circles. This paper uses the basic themes of the novel as a metaphor to expose needed changes in the U.S. Army leadership environment. In the novel, Sam Damon, the protagonist, advances from Private to Lieutenant General. Along the way, another officer, Damon's nemesis, Courtney Massengale, always several ranks above Damon, confronts him. Massengale is a bureaucrat and a self-promoter, with little regard for people or their well-being. Thus, a situation builds that is all too familiar to many junior and mid-level officers today. The trend among junior and mid-career officers is away from being leaders (warriors) to being strictly managers (bureaucrats). The average officer wants to be a leader like Sam Damon when he or she enters the Army, but depending on the leadership environment encountered in his or her early years, he or she tends to shift to that of a micromanager (bureaucrat) like Courtney Massengale. In fact, the incentives in the system: acceptance by superiors, early promotion, and personal power, push an officer in this direction. The shift toward an impersonal, bureaucratic leadership styel has had a negative effect on unit leadership climates and on the Army's leadership culture. This has negatively impacted morale, performance, retention, readiness and recruiting. Changing the climate in units will result in a like change in the Army's leadership culture and ensure the development of the kinds of leaders who can ably defend the Nation in the 21st century.

Whether the U.S. defense budget is cut through sequestration or more thoughtfully planned measures, U.S. strategy and America's defense posture will be dramatically impacted over the coming decade by reduced spending on defense and national security. Whether in rebalancing America's strategic focus to the Asia-Pacific region; realigning the force structure of the armed forces, especially the U.S. Army; pursuing counterterrorism and other security priorities; and seeking contributions from allies and partners, American policymakers can no longer ignore cost and budgetary constraints when it comes to shaping U.S. strategy and rightsizing America's global security role.

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