

Skolkan Scenario

Airpower Applied Disaster at Stalingrad Why Nato? Air Commanders Armed Conflict, Women and Climate Change Field Manual FM 3-98 Reconnaissance and Security Operations July 2015 Counter-Unconventional Warfare Visual Meetings Establishing a Lessons Learned Program Ukraine and Beyond The Back of the Napkin 101st Airborne Division (Air Assault) Gold Book Cassandra in Oz The Best Alternate History Stories of the 20th Century Operation Dragoon 1944 General Marshall's Report Airpower in Small Wars Scales on War The Secret State Context-Enhanced Information Fusion Through Darkest Europe Embracing the Fog of War Never Call Retreat Nuclear Mentalities? Tc 7-100.2 Opposing Force Tactics The Invention of Russia A Capabilities-based Strategy for Army Security Cooperation Understanding Terrorism in the Age of Global Media Understanding Counterinsurgency A Cardboard Castle? Effective Civil-Military Interaction in Peace Operations Thinkertoys The Forrestal Diaries Lawfare The Causes of Wars and Other Essays Assessing Command and Control Effectiveness Airpower for Strategic Effect Tactical Combat Casualty Care Handbook NATO Handbook The Crisis of Détente in Europe

Airpower Applied

This book is a unique combination of intellectual history, personal memoir, and military theory. When Conrad Crane retired from twenty six years of active duty to become a research professor at the Army War College, he never expected to become a modern Cassandra, fated to tell truth to power without being heeded. As he watched the world change after the terrorist attacks of 9/11, he warned the Army that it was not prepared for “Phase IV” stability operations, counterinsurgency, and eventually the reconstruction of Iraq. Eventually his work attracted the attention of Lieutenant General David Petraeus, who along with his Marine counterpart James Mattis, was launching a broad program to make the American military a learning organization better prepared for modern war. Crane soon found himself in charge of a team of Soldiers, Marines, and civilian academics with the mission to create the very counterinsurgency doctrine he had pleaded for. For the next year he wrestled with conflicting ideas, complex personalities, and bureaucratic inertia to create the groundbreaking Field Manual 3-24/ Marine Corps Warfighting Publication 3-33.5 Counterinsurgency. The process was long and tortuous, and much more complicated than the way it has been characterized so far in other narratives. The end result was a unique blend of traditional and modern theory, tempered by hard lessons from Iraq and Afghanistan. Its principles and paradoxes of counterinsurgency, focus on legitimacy, and concepts of operational campaign design have had immense influence on US and NATO doctrine. The new doctrine was not perfect, and had been rushed through production in record time, but the guidance it provided would be an essential element in the Surge in Iraq that secured breathing space for the nascent Iraqi government to solve its political differences. Crane found that out when General Petraeus asked him to come observe the Surge himself in late 2007. Traveling all around that embattled nation, Crane watched the greatest counterinsurgency force the world had ever seen adapting to the exigencies of modern counterinsurgency is a very complex environment. He describes in great detail the hard work of dedicated Soldiers, Marines, and civilians that were creating a mosaic peace out of

a mosaic war, in places as disparate as Baghdad, Anbar Province, and the detention facilities at Bucca. There were still problem areas, such as in the British zone and Diyala Province, but the conflict was definitely trending in the right direction. Crane closes his book with an account of what went wrong in Iraq, as the mosaic peace unraveled with the American departure, and also how the new counterinsurgency doctrine was never properly resourced or applied in Afghanistan. His final chapter covers the lessons he believes should be gleaned from the past decade and a half of global war. There have been many critics of the new doctrine, and Crane recounts their arguments and concedes that promises of counterinsurgency were oversold. But much of what has been labeled as counterinsurgency is really just modern warfare, and while the United States is understandably reluctant to engage in further irregular conflicts and nation building, they remain a growth industry in the rest of the world. The United States government, military and civilian agencies, must be prepared to do better next time. And Cassandra says, there will be a next time.

Disaster at Stalingrad

This book is the first full-spectrum analysis of Russian and European norms of political action, ranging from international law, ethics, and strategy, to the specific norms for the use of force. It brings together leading scholars from these various fields, examining the differences in norm understanding between Russia and Europe. In light of the 2014 occupation and annexation of Crimea by Russia, and its subsequent covert participation in the internal affairs of Ukraine, including aggressive flying and major military exercises, Russia seems to be a classical revisionist power, intent on changing the balance of power in Europe in particular. It also reaches beyond Europe, inserting itself as the key actor in the Syrian war. The book therefore considers how we should understand Russia. It also questions whether or not the West, in particular Europe, responds adequately in this delicate and dangerous new situation. The book concludes that at present Russia acts strategically and with considerable success whereas Europe is reactive in its response.

Why Nato?

This text reviews the fundamental theory and latest methods for including contextual information in fusion process design and implementation. Chapters are contributed by the foremost international experts, spanning numerous developments and applications. The book highlights high- and low-level information fusion problems, performance evaluation under highly demanding conditions, and design principles. A particular focus is placed on approaches that integrate research from different communities, emphasizing the benefit of combining different techniques to overcome the limitations of a single perspective. Features: introduces the terminology and core elements in information fusion and context; presents key themes for context-enhanced information fusion; discusses design issues in developing context-aware fusion systems; provides mathematical grounds for modeling the contextual influences in representative fusion problems; describes the fusion of hard and soft data; reviews a diverse range of applications.

Air Commanders

An introduction to the Alliance, Policy and decision-making, NATO's civilian and military structures, The Alliance's role in peacekeeping and peace-support operations, Combating new threats and developing new capabilities, The opening up of the Alliance to new member countries, Partnership and cooperation, NATO-EU relations, The wider institutional framework for security, Programmes, activities, organisations and agencies,

Armed Conflict, Women and Climate Change

Scales on War is a collection of ideas, concepts and observations about contemporary war taken from over 30 years of research, writing and personal experience by retired Major General Bob Scales. The book melds Scales' unique style of writing that includes contemporary military history, current events and his philosophy of ground warfare to create a very personal and expansive view of where American defense policies are heading in the future. The book is a collection. Each chapter addresses distinct topics that embrace tactical ground warfare, future gazing, the draft and the role of women in the infantry. His unifying thesis is that throughout its history the United States has favored a technological approach to fighting its wars and has neglected its ground forces. America's enemies have learned through the experience of battle how to defeat American technology. The consequences of a learning and adaptive enemy has been a continuous string of battlefield defeats. Scales argues that only a resurgent land force of Army and Marine small units will restore America's fighting competence.

Field Manual FM 3-98 Reconnaissance and Security Operations July 2015

This edited volume is the first detailed exploration of the last phase of the Cold War, taking a critical look at the crisis of détente in Europe in the late 1970s and early 1980s. The transition from détente to a new phase of harsh confrontation and severe crises is an interesting, indeed crucial, phase of the evolution of the international system. This book makes use of previously unreleased archival materials, moving beyond existing interpretations of this period by challenging the traditional bipolar paradigm that focuses mostly on the role of the superpowers in the transformation of the international system. The essays here emphasize the combination and the interplay of a large number of variables- political, ideological, economic and military - and explore the topic from a truly international perspective. Issues covered include human rights, the Euromissiles, the CSCE (Commission on Security and Cooperation in Europe), the Revolution in Military Affairs, economic growth and its consequences.

Counter-Unconventional Warfare

New York Times bestselling authors Newt Gingrich and William R. Forstchen conclude their inventive trilogy with this remarkable answer to the great "what if" of the American Civil War: Could the South have indeed won? After his great victories at Gettysburg and Union Mills, General Robert E. Lee's attempt to bring

the war to a final conclusion by attacking Washington, D.C., fails. However, in securing Washington, the remnants of the valiant Union Army of the Potomac, under the command of the impetuous General Dan Sickles, is trapped and destroyed. For Lincoln there is only one hope left: that General Ulysses S. Grant can save the Union cause. It is now August 22, 1863. Lincoln and Grant are facing a collapse of political will to continue the fight to preserve the Union. Lee, desperately short of manpower, must conserve his remaining strength while maneuvering for the killing blow that will take Grant's army out of the fight and, at last, bring a final and complete victory for the South. Pursuing the remnants of the defeated Army of the Potomac up to the banks of the Susquehanna, Lee is caught off balance when news arrives that General Ulysses S. Grant, in command of more than seventy thousand men, has crossed that same river, a hundred miles to the northwest at Harrisburg. As General Grant brings his Army of the Susquehanna into Maryland, Robert E. Lee's Army of Northern Virginia maneuvers for position. Grant first sends General George Armstrong Custer on a mad dash to block Lee's path toward Frederick and with it control of the crucial B&O railroad, which moves troops and supplies. The two armies finally collide in Central Maryland, and a bloody week-long battle ensues along the banks of Monocacy Creek. This must be the "final" battle for both sides. In *Never Call Retreat*, Newt Gingrich and William R. Forstchen bring all of their critically acclaimed talents to bear in what is destined to become an immediate classic.

Visual Meetings

For many years, the U.S. Army recognized the need to share information or lessons gained from training and actual combat operations. During World War II and the Korean War, the Army published "combat bulletins" in an attempt to share combat experiences with other Soldiers. During the Vietnam War, Army units published quarterly operational reports that made an effort to share lessons from combat operations. By doing this, units learned from the mistakes others made and were given an opportunity to avoid the same problems. Although these procedures were successful, the Army did not have a formal or permanent program in place to collect, analyze, and share lessons in both peacetime and wartime. As a result, the Army established the Center for Army Lessons Learned (CALL) in 1985. The Army had officially recognized the need to share lessons gained from training experiences and actual combat operations. Since the inception of CALL, the Army, as a learning organization, greatly evolved over time. CALL also evolved. Now, military communities, civilian governmental agencies, and the corporate world recognize the importance of sharing knowledge and learning from past experiences. In many ways, the U.S Army led this effort by allowing commanders to make honest mistakes in training, talk about those mistakes openly, and share what was done to correct those mistakes with other units about to undergo the same training experience. This is an essential precondition for having an effective lessons learned (LL) program: the ability to self-analyze and self-criticize in an atmosphere where there is no blame. The results were instrumental in changing the Army and creating a learning environment that won the Cold War, ensured victory in Desert Storm, and continues to support our Soldiers in Iraq and Afghanistan today.

Establishing a Lessons Learned Program

This publication, Field Manual FM 3-98 Reconnaissance and Security Operations July 2015, provides doctrinal guidance and direction for Cavalry organizations, as well as reconnaissance and security organizations. This FM establishes the foundation for the development of tactics and procedures in subordinate doctrine publications. This publication applies across the range of military operations. While the main focus of this field manual is Cavalry formations within the units listed below, all maneuver formations must be able to conduct reconnaissance and security tasks. - Armored brigade combat team (ABCT) Cavalry squadron. - Infantry brigade combat team (IBCT) Cavalry squadron. - Stryker brigade combat team (SBCT) Cavalry squadron. - Battlefield surveillance brigade (BFSB) Cavalry squadron. - It is applicable to the- - Scout platoon of maneuver battalions. - Combat aviation brigade air squadron. The principal audiences for FM 3-98 are commanders, leaders, and staffs responsible for the planning, execution, or support of reconnaissance and security operations as well as instructors charged with teaching reconnaissance and security operations. Doctrine consists of fundamental principles that describe how to fight. At the tactical level, doctrine consists of authoritative principles concerning how to execute reconnaissance and security operations as part of Army and joint operations that require professional military judgment in their application. Importantly, our doctrine must describe how brigade combat teams (BCT) and subordinate units combine the capabilities of various arms into cohesive, combined arms, air-ground teams and provide a clear description of how to execute reconnaissance and security operations. This publication provides the commander and staff of Cavalry formations with doctrine relevant to Army and joint operations. This publication explains how effective reconnaissance and security operations generate depth, allow commanders reaction time and maneuver space, fight for information and collect information through stealth, protect against surprise, ease the forward movement of follow-on forces, and provide commanders with flexibility and adaptability. The doctrine described in this publication is applicable across unified land operations. The previous proponent manual for Cavalry Operations was FM 3-20.96, published 12 March 2010, which included operational considerations. This publication provides doctrinal guidance for all formations assigned to the ABCT, the IBCT, and SBCT. The following is a summary of each chapter in the manual: Chapter 1 addresses the role of Cavalry in unified land operations and Cavalry organizations. Chapter 2 discusses understanding the threat, potential threat groups and threat characteristics. Chapter 3 addresses the operational environment, shaping, engaging, and influencing outcomes, and consolidating gains. Chapter 4 highlights the updated concepts of mission command in relation to commander's reconnaissance and security guidance, the operations process and information collection. Chapter 5 begins with an overview, followed by a detailed discussion of the fundamentals of reconnaissance, forms of reconnaissance, and reconnaissance handover. Chapter 6 begins with an overview, followed with the fundamentals of security operations, counterreconnaissance, and the forms of security. Chapter 7 provides a short overview and then devotes a section to reconnaissance and security stability planning, stability principles and frameworks, and stability tasks. Chapter 8 describes sustainment for reconnaissance and security tasks, sustainment planning considerations for reconnaissance and security, sustainment considerations for reconnaissance and security and special sustainment consideration.

Ukraine and Beyond

The 101st Airborne Division (Air Assault) Gold Book describes the tactics, techniques, and procedures (TTPs) used to execute air assault operations in the 101st Airborne Division (Air Assault). It is intended to be a how to guide for those serving in our division and those modular units who will be employed with the Division in training and combat operations. This current version of the Gold Book reflects changes in doctrine, organization, training, and lessons learned from recent combat operations.

The Back of the Napkin

The use of airpower in wartime calls to mind the massive bombings of World War II, but airplanes have long been instrumental in small wars as well. Ever since its use by the French to put down rebellious Moroccan tribes in 1913, airpower has been employed to fight in limited but often lengthy small conflicts around the globe. This is the first comprehensive history of airpower in small wars-conflicts pitting states against non-state groups such as insurgents, bandits, factions, and terrorists-tracing it from the early years of the twentieth century to the present day. It examines dozens of conflicts with strikingly different scenarios: the Greek Civil War, the Philippine Anti-Huk campaign, French and British colonial wars, the war in South Vietnam before the American escalation, counterinsurgency in southern Africa, Latin American counterinsurgency operations, and counterinsurgency and counterterrorist campaigns in the Middle East over the last four decades. For each war, the authors describe the strategies employed on both sides of the conflict, the air forces engaged, and the specific airpower tactics employed. They discuss the ground campaigns and provide the political background necessary to understand the air campaigns, and in each case they judge the utility of airpower in its broadest sense. In their historic sweep, they show how forms of airpower evolved from planes to police helicopters, aircraft of the civilian air reserve, and today's unmanned aircraft. They also disclose how small wars after World War II required new strategies, operational solutions, and tactics. By taking this broad view of small-war airpower, the authors are able to make assessments about the most effective and least effective means of employing airpower. They offer specific conclusions ranging from the importance of comprehensive strategy to the need for the United States and its allies to expand small-wars training programs. Airpower in Small Wars will be invaluable for educating military professionals and policy makers in the subject as well as for providing a useful framework for developing more effective doctrine for employing airpower in the conflicts we are most likely to see in the twenty-first century.

101st Airborne Division (Air Assault) Gold Book

This training circular (TC) is one of a series that describes an opposing force (OPFOR) for training U.S. Army commanders, staffs, and units. See the References section for a list of other TCs in this series. (Other publications in the former Field Manual [FM] 7-100 series will be converted to TCs as well.) Together, these TCs outline an OPFOR that can cover the entire spectrum of military and paramilitary capabilities against which the Army must train to ensure success in any future

conflict. Applications for this series of TCs include field training, training simulations, and classroom instruction throughout the Army. All Army training venues should use an OPFOR based on these TCs, except when mission rehearsal or contingency training requires maximum fidelity to a specific country-based threat or enemy. Even in the latter case, trainers should use appropriate parts of the OPFOR TCs to fill information gaps in a manner consistent with what they do know about a specific threat or enemy.

Cassandra in Oz

The problem of multinational force compatibility requires a planning framework to guide the U.S. Army's investments with partner armies. This report defines the Niche Capability Planning Framework, which provides a conceptual template for integrating the various considerations implicit in a strategy for cultivating compatible niche capabilities in armies that lack a stable, long-term, collaborative program of assistance with the U.S. Army.

The Best Alternate History Stories of the 20th Century

This is a new release of the original 1945 edition.

Operation Dragoon 1944

Operation Dragoon, the Allied landings in southern France on August 15, 1944, was one of the most controversial operations of 1944, leading to a deep divide between United States and British planners. The US objective was to threaten the rear of the German armies occupying France by a landing on the eastern French coast and to push rapidly northward towards Lorraine to meet up with Allied forces bursting out of Normandy. Popular Osprey author Steve Zaloga tells the story of this ultimately successful operation, from the derisive debates between the Allied commanders to the men who hit the beaches and charged ashore to help liberate occupied France.

General Marshall's Report

Rethink the Way You Think In hindsight, every great idea seems obvious. But how can you be the person who comes up with those ideas? In this revised and expanded edition of his groundbreaking Thinkertoys, creativity expert Michael Michalko reveals life-changing tools that will help you think like a genius. From the linear to the intuitive, this comprehensive handbook details ingenious creative-thinking techniques for approaching problems in unconventional ways. Through fun and thought-provoking exercises, you'll learn how to create original ideas that will improve your personal life and your business life. Michalko's techniques show you how to look at the same information as everyone else and see something different. With hundreds of hints, tricks, tips, tales, and puzzles, Thinkertoys will open your mind to a world of innovative solutions to everyday and not-so-everyday problems.

Airpower in Small Wars

This is the first book to document, analyze, and interpret the history of the Warsaw

Pact based on the archives of the alliance itself. As suggested by the title, the Soviet bloc military machine that held the West in awe for most of the Cold War does not appear from the inside as formidable as outsiders often believed, nor were its strengths and weaknesses the same at different times in its surprisingly long history, extending for almost half a century.

Scales on War

James Vincent Forrestal (1892-1949) was the last Cabinet-level United States Secretary of the Navy and the first United States Secretary of Defense. These fascinating diaries begin in 1944 shortly after James Forrestal became Secretary of the Navy, and end with his resignation in March 1949 as America's first Secretary of Defense. Blunt and forceful, Forrestal reveals the American strategy that he helped shape with verve. Expertly edited by seasoned historian Walter Millis, the American high command as is seen in a rare light as the Second World War finishes and the Cold War begins and gathers pace.

The Secret State

WINNER OF THE ORWELL PRIZE WINNER OF THE CORNELIUS RYAN AWARD
FINALIST FOR THE LIONEL GELBER PRIZE FINANCIAL TIMES BOOK OF THE YEAR
"Fast-paced and excellently written...much needed, dispassionate and eminently readable." —New York Times "Filled with sparkling prose and deep analysis." —The Wall Street Journal
The breakup of the Soviet Union was a time of optimism around the world, but Russia today is actively involved in subversive information warfare, manipulating the media to destabilize its enemies. How did a country that embraced freedom and market reform 25 years ago end up as an autocratic police state bent once again on confrontation with America? A winner of the Orwell Prize, *The Invention of Russia* reaches back to the darkest days of the cold war to tell the story of Russia's stealthy and largely unchronicled counter revolution. A highly regarded Moscow correspondent for the Economist, Arkady Ostrovsky comes to this story both as a participant and a foreign correspondent. His knowledge of many of the key players allows him to explain the phenomenon of Vladimir Putin - his rise and astonishing longevity, his use of hybrid warfare and the alarming crescendo of his military interventions. One of Putin's first acts was to reverse Gorbachev's decision to end media censorship and Ostrovsky argues that the Russian media has done more to shape the fate of the country than its politicians. Putin pioneered a new form of demagogic populism --oblivious to facts and aggressively nationalistic - that has now been embraced by Donald Trump.

Context-Enhanced Information Fusion

"International military interventions can be extremely costly in terms of monetary resources, logistical challenges, and possible soldier and civilian casualties, as well as the potential for catastrophic results to international relations and agreements. In one such example of these enormous potential costs, the US and UK wished to stop a Russian ship from delivering ammunition to the Assad regime in Syria in 2012. Intercepting or confronting a Russian ship in transit could have erupted into open conflict, so they sought an alternative, non-confrontational maneuver:

instead of military intervention, the UK persuaded the ship's insurer, London's Standard Club, to withdraw the ship's insurance. This loss of insurance caused the ship to return to Russia, thus avoiding an international clash as well as the delivery of deadly weapons to Syria. This use of legal maneuvering in lieu of armed force is known as "lawfare" and is becoming a critical strategic platform. In *Lawfare*, author Orde Kittrie's draws on his experiences as a lawfare practitioner, US State Department attorney, and international law scholar in analyzing the theory and practice of the strategic leveraging of law as an increasingly powerful and effective weapon in the current global security landscape. *Lawfare* incorporates case studies of recent offensive and defensive lawfare by the United States, Iran, China, and by both sides of the Israeli-Palestinian conflict and includes dozens of examples of how lawfare has thus been waged and defended against. Kittrie notes that since private attorneys can play important and decisive roles in their nations' national security plans through their expertise in areas like financial law, maritime insurance law, cyber law, and telecommunications law, the full scope of lawfare's impact and possibilities are just starting to be understood. With international security becoming an ever complicated minefield of concerns and complications, understanding this alternative to armed force has never been more important"--

Through Darkest Europe

The gender-differentiated and more severe impacts of armed conflict upon women and girls are well recognised by the international community, as demonstrated by UN Security Council Resolution (UNSCR) 1325 on Women, Peace and Security and subsequent resolutions. Similarly, the development community has identified gender-differentiated impacts upon women and girls as a result of the effects of climate change. Current research and analysis has reached no consensus as to any causal relationship between climate change and armed conflict, but certain studies suggest an indirect linkage between climate change effects such as food insecurity and armed conflict. Little research has been conducted on the possible compounding effects that armed conflict and climate change might have on at-risk population groups such as women and girls. *Armed Conflict, Women and Climate Change* explores the intersection of these three areas and allows the reader to better understand how military organisations across the world need to be sensitive to these relationships to be most effective in civilian-centric operations in situations of humanitarian relief, peacekeeping and even armed conflict. This book examines strategy and military doctrine from NATO, the UK, US and Australia, and explores key issues such as displacement, food and energy insecurity, and male out-migration as well as current efforts to incorporate gender considerations in military activities and operations. This innovative book will be of great interest to students and scholars of international relations, international development, international security, sustainability, gender studies and law.

Embracing the Fog of War

Explore fascinating, often chilling "what if" accounts of the world that could have existed—and still might yet . . . Science fiction's most illustrious and visionary authors hold forth the ultimate alternate history collection. Here you'll experience mind-bending tales that challenge your views of the past, present, and future, including:

- "The Lucky Strike": When The Lucky Strike is chosen over The Enola

Gay to drop the first atomic bomb, fate takes an unexpected turn in Kim Stanley Robinson's gripping tale. • "Bring the Jubilee": Ward Moore's novella masterpiece offers a rebel victory at Gettysburg which changes the course of the Civil War . . . and all of American history. • "Through Road No Wither": After Hitler's victory in World War II, two Nazi officers confront their destiny in Greg Bear's apocalyptic vision of the future. • "All the Myriad Ways": Murder or suicide, Ambrose Harmon's death leads the police down an infinite number of pathways in Larry Niven's brilliant and defining tale of alternatives and consequences. • "Mozart in Mirrorshades": Bruce Sterling and Lewis Shiner explore a terrifying era as the future crashes into the past—with disastrous results. . . . as well as works by Poul Anderson • Gregory Benford • Jack L. Chalker • Nicholas A. DiChario • Brad Linaweaver • William Sanders • Susan Shwartz • Allen Steele • and Harry Turtledove himself! The definitive collection: fourteen seminal alternate history tales drawing readers into a universe of dramatic possibility and endless wonder.

Never Call Retreat

Public consciousness of the threat of nuclear war is rising steadily. Responses to the nuclear dilemma are conflicting and often confusing. Never have we been more in need of information and perspective, for if we wish to avoid war we must understand it. Michael Howard offers an analysis of our present predicament by discussing those issues that cause war and make peace. His book includes an examination of nuclear strategy today, views of the past about the conduct of international relations, ethics, modes of defense, and studies of military thinkers and leaders. *The Causes of Wars* illuminates the interrelationship between men and ideas, between war and other social forces, and between our present situation and its roots in the past.

Nuclear Mentalities?

Tactical Combat Casualty Care (TCCC) has saved hundreds of lives during our nation's conflicts in Iraq and Afghanistan. Nearly 90 percent of combat fatalities occur before a casualty reaches a medical treatment facility. Therefore, the prehospital phase of care is needed to focus on reducing the number of combat deaths. However, few military physicians have had training in this area and, at the onset of hostilities, most combat medics, corpsmen, and pararescue personnel in the U.S. military have been trained to perform battlefield trauma care through civilian-based trauma courses. These courses are not designed for the prehospital combat environment and do not reflect current practices in the area of prehospital care. TCCC was created to train Soldiers and medical personnel on current best practices for medical treatment from the point of injury to evacuation to Role 3 facilities

Tc 7-100.2 Opposing Force Tactics

Airpower in Action tells the story of the evolution of airpower and its impact upon the history of warfare. Through a critical examination of twenty-nine case studies in which the United States in various coalitions and Israel played significant roles, the book offers perspectives on the political purpose, strategic meaning, and

military importance of airpower. The authors demystify some of airpower's strategic history by extracting the most useful teachings to help military professionals and political leaders understand what airpower has to offer as a "continuation of politics by other means." *Airpower in Action* presents a spectrum of aerospace achievements, limitations, and potential that demonstrates how warfare has changed over the last few decades and why airpower has become a dominant factor in war. The case studies emphasize the importance of connecting policy and airpower: strategic effectiveness cannot substitute for poor statecraft. As the United States, its allies, and Israel have seen in their most recent applications of airpower, even the most robust and capable air weapon can never be more effective than the strategy and policy it is intended to support. By analyzing the operational history of the world's most battle-tested air forces, the case studies can help military professionals understand the political context in which air operations must be assessed—beyond technological and statistical data—and develop an appreciation of the strategic value of airpower, rather than follow the tactical land-centric line of reasoning that still dominates military thinking. As a whole, this study is intended to encourage military professionals to combine the insights gained from these historical events with their specific fields of expertise, and ultimately to incorporate their enhanced airpower competence into their discussions with political decision makers, nongovernmental organizations, and fellow officers of all services. The focus on lessons and prospects allows officers to reflect on their calling and to articulate military principles more effectively in the councils of defense planning. Thus, while the historical chapters are relevant in their own right, the potential lessons must become integral to both the theoretical and applied dimensions of the airpower profession. The real value of airpower does not depend on promises of tactical and technological excellence, but on airpower's relevance to statecraft proper and its ability to secure strategic and political objectives at a cost acceptable to governments and the public. The future of airpower lies in the ability of its practitioners to connect it to national policy and to view airpower in its political-strategic rather than tactical-technological domains. In sum, the U.S. and Israeli experiences show how and why airpower has become the political leaders' "instrument of choice" for demonstrating national resolve. Airpower has become a symbol of American and Israeli strength, the supreme political muscle and ultimate trump card. This book should therefore be of interest to any nation that aspires to develop and operate airpower, or seeks to defend itself against it.

The Invention of Russia

Use eye-popping visual tools to energize your people! Just as social networking has reclaimed the Internet for human interactivity and co-creation, the visual meetings movement is reclaiming creativity, productivity, and playful exchange for serious work in groups. *Visual Meetings* explains how anyone can implement powerful visual tools, and how these tools are being used in Silicon Valley and elsewhere to facilitate both face-to-face and virtual group work. This dynamic and richly illustrated resource gives meeting leaders, presenters, and consultants a slew of exciting tricks and tools, including Graphic recording, visual planning, story boarding, graphic templates, idea mapping, etc. Creative ways to energize team building, sales presentations, staff meetings, strategy sessions, brainstorming, and more Getting beyond paper and whiteboards to engage new media platforms

Understanding emerging visual language for leading groups Unlocking formerly untapped creative resources for business success, Visual Meetings will help you and your team communicate ideas more effectively and engagingly.

A Capabilities-based Strategy for Army Security Cooperation

Review: 'Bringing together a unique understanding of networks, narratives and branding, Archetti offers a distinctive and sophisticated framework to explain how terrorist and counter-terrorist groups operate through today's media ecology. Her compelling analysis and recommendations will make for essential reading as Al-Qaeda evolve and new conflicts emerge in the coming decade.' - Ben O'Loughlin, Royal Holloway University of London, UK

Understanding Terrorism in the Age of Global Media

A fascinating “what if” history of one of World War II’s most iconic battles. It is early September 1942 and the German commander of the Sixth Army, General Paulus, assisted by the Fourth Panzer Army, is poised to advance on the Russian city of Stalingrad. His primary mission was to take the city, crushing this crucial center of communication and manufacturing, and to secure the valuable oil fields in the Caucasus. What happens next is well known to any student of modern history: a brutal war of attrition, characterized by fierce hand-to-hand combat, that lasted for nearly two years, and the eventual victory by a resolute Soviet Red Army. A ravaged German Army was pushed into full retreat. This was the first defeat of Hitler’s territorial ambitions in Europe and a critical turning point of World War II. But the outcome could have been very different, as Peter Tsouras demonstrates in this fascinating alternate history of this fateful battle. By introducing minor—and realistic—adjustments, Tsouras presents a scenario in which the course of the battle runs quite differently, which in turn throws up disturbing possibilities regarding the outcome of the whole war.

Understanding Counterinsurgency

This book combines short military biographies and operational analyses to reveal how the personalities, attitudes, and life experiences of twelve outstanding U.S. airmen shaped the central air campaigns in American history. These case studies illuminate the character of these airmen, the challenges they confronted in widely disparate armed conflicts, and the solutions that they crafted and implemented. Their achievements proved decisive not only in the campaigns they led, but also in shaping the U.S. Air Force and the dominant role of airpower in modern warfare.

A Cardboard Castle?

Hybrid Warfare involves a state or state-like actor's use of all available diplomatic, informational, military, and economic means to destabilize an adversary. Whole-of-government by nature, Hybrid Warfare as seen in the Russian and Iranian cases places a particular premium on unconventional warfare (UW). As such, a response capitalizing on America's own irregular and unconventional warfare skills, as part of a whole-of-government and multinational strategy, can best counter actions of

emergent adversaries to destabilize global security. Counter-Unconventional Warfare (C-UW) should thus prove central to U.S./NATO security policy and practice over the next several decades.

Effective Civil-Military Interaction in Peace Operations

*io9's New Sci-Fi and Fantasy Books You Need to Put On Your Radar This Fall From the modern master of alternate history and New York Times bestselling author Harry Turtledove, *Through Darkest Europe* envisions a world dominated by a prosperous and democratic Middle East—and under threat from the world's worst trouble spot. Senior investigator Khalid al-Zarzisi is a modern man, a product of the unsurpassed educational systems of North Africa and the Middle East. Liberal, tolerant, and above all rich, the countries and cultures of North Africa and the Middle East have dominated the globe for centuries, from the Far East to the young nations of the Sunset Lands. But one region has festered for decades: Europe, whose despots and monarchs can barely contain the simmering anger of their people. From Ireland to Scandinavia, Italy to Spain, European fundemantalists have carried out assassinations, hijackings, and bombings on their own soil and elsewhere. Extremist fundamentalist leaders have begun calling for a "crusade", an obscure term from the mists of European history. Now Khalid has been sent to Rome, ground zero of backwater discontent. He and his partner Dawud have been tasked with figuring out how to protect the tinpot Grand Duke, the impoverished Pope, and the overall status quo, before European instability starts overflowing into the First World. Then the bombs start to go off. At the Publisher's request, this title is being sold without Digital Rights Management Software (DRM) applied.

Thinkertoys

The unpredictable counterinsurgency environment challenges centralized, quantitative campaign assessment. A comprehensive examination of the centralized, quantitative approach to assessment, as described in the literature and doctrine and applied in two primary case studies (Vietnam and Afghanistan), reveals weaknesses and gaps and proposes an alternative process: contextual assessment.

The Forrestal Diaries

This updated edition of *The Secret State* revises Hennessy's picture of the Soviet threat that was presented to ministers from the last days of the Second World War to the 1960s. He maps the size and shape of the Cold War state built in response to that perceived threat, and traces the arguments successive generations of ministers, the military and civil servants have used to justify the British nuclear capability. He also adds new material exploring the threats presented by the IRA and radical Islamic terrorists post 9/11. In what circumstances would the Prime Minister authorize the use of nuclear force and how would his orders be carried out? What would the Queen be told and when? In this captivating new account, Peter Hennessy provides the best answers we have yet had to these questions.

Lawfare

Assessing Command and Control Effectiveness: Dealing with a Changing World offers a description of the current state of Command and Control (C2) research in imperfect settings, showing how a research process should assess, analyse and communicate results to the development cycle of methods, work, manning and C2-technology. Special attention is given to the development of C2 research methods to meet the current and coming needs. The authors also look forward towards a future where effective assessment of C2 abilities are even more crucial, for instance in agile organisations. The purpose of the C2 research is to improve the process and make it more effective while still saving time and money. Research methods have to be chosen carefully to be effective and simple, yet provide results of high quality. The methodological concerns are a major consideration when working under such circumstances. Furthermore, there is often a need for a swift iterative development cycle, and thus a demand to quickly deliver results from the research process. This book explains how field research experimentation can be quick, simple and effective, being able to draw valid conclusions even when sample sizes are small and resources are limited, collecting empirical data using measures and procedures that are minimally intrusive.

The Causes of Wars and Other Essays

Assessing Command and Control Effectiveness

In this magisterial tour d'horizon of the air weapon's steady rise in effectiveness since its fledgling days, Colin Gray, a prolific strategist of long-standing scholarly achievement and international repute, has rightly taken a long view of today's pattern of regional conflict by appraising airpower in the broader context in which its operational payoff will ultimately be registered. His careful development of airpower's "strategic narrative," as he calls it, shows convincingly how the relative criticality of the air weapon in joint warfare is neither universal nor unchanging but rather is crucially dependent on the particular circumstances of a confrontation. More to the point, viewed situationally, airpower can be everything from single-handedly decisive to largely irrelevant to a combatant commander's needs, depending on his most pressing challenges of the moment. Because its relative import, like that of all other force elements, hinges directly on how its comparative advantages relate to a commander's most immediate here-and-now concerns, airpower does not disappoint when it is not the main producer of desired outcomes. Indeed, the idea that airpower should be able to perform effectively in all forms of combat unaided by other force elements is both an absurd measure of its operational merit and a baseless arguing point that its most outspoken advocates, from Giulio Douhet and Billy Mitchell onward, have done their cause a major disservice by misguidedly espousing over many decades. Although the air weapon today may have been temporarily overshadowed by more land-centric forms of force employment, given the kinds of lower-intensity conflicts that the United States and its allies have been obliged to contend with in recent years, there will most assuredly be future times when new challenges yet to arise will again test America's air posture to the fullest extent of its deterrent and combat potential. Professor Gray's central theme is that airpower generates strategic effect. More specifically, he maintains, airpower is a tactical equity that operates—ideally—with strategic consequences. To him, "strategic" does not

inhere in the equity's physical characteristics, such as an aircraft's range or payload, but rather in what it can do by way of producing desired results. From his perspective, a strategic effect is, first and foremost, that which enables outcome-determining results. And producing such results is quintessentially the stock in trade of American airpower as it has progressively evolved since Vietnam. *Airpower for Strategic Effect* offers an uncommonly thoughtful application of informed intellect to an explanation of how modern air warfare capabilities should be understood. Along the way, it puts forward a roster of observations about the air weapon that warrant careful reflection by all who would presume to find it wanting. Among the most notable of those observations are that context rules in every case and that whether airpower should be regarded as supported by or supporting of other force elements is not a question that can ever have a single answer for all time. Rather, as noted above, the answer will hinge invariably on the unique conditions of any given conflict.

Airpower for Strategic Effect

This textbook offers an accessible introduction to counterinsurgency operations, a key aspect of modern warfare. Featuring essays by some of the world's leading experts on unconventional conflict, both scholars and practitioners, the book discusses how modern regular armed forces react, and should react, to irregular warfare. The volume is divided into three main sections: **Doctrinal Origins:** analysing the intellectual and historical roots of modern Western theory and practice **Operational Aspects:** examining the specific role of various military services in counterinsurgency, but also special forces, intelligence, and local security forces **Challenges:** looking at wider issues, such as governance, culture, ethics, civil-military cooperation, information operations, and time. *Understanding Counterinsurgency* is the first comprehensive textbook on counterinsurgency, and will be essential reading for all students of small wars, counterinsurgency and counterterrorism, strategic studies and security studies, both in graduate and undergraduate courses as well as in professional military schools.

Tactical Combat Casualty Care Handbook

Concepts associated with nuclear strategy often go beyond any 'objective' logic of deterrence. Nuclear weapons have special roles in different national belief-systems, myths surround them, they have catalysed tensions already existing in societies, become symbols of power or of past sins. This book delves into the conscious and subconscious beliefs in Britain, France and the Federal Republic of Germany (all voiced in debates about nuclear strategy) about society, the State and power structures, each country's place in the world, the international system, allies and enemies.

NATO Handbook

This book contains unique, firsthand experiences of both the military and civilian actors involved in civil-military interaction processes. It presents lessons learned from a variety of situations, from both NATO-led operations and UN Integrated Missions, and in different geographical areas, such as the Balkans, Iraq,

Afghanistan and Africa. Rather than taking the improvisational approach, these lessons learned will enable military commanders and staff and their civilian counterparts in governments, International Organisations and NGOs to come fully prepared for the challenges of today's multifaceted missions. With a better understanding of the mandates and methods of the various civilian and military actors comes greater respect for each other's comparative advantages. With respect comes smoother cooperation. And with that, efficiency gains and enhanced overall mission effectiveness. Each chapter contains solid analysis and advice, specific to the functions found in military organizations, from Intelligence to Personnel and from Logistics to Engineering. Cross-cutting themes like Gender, Human Rights and Corruption are also included in this work that brings together some of the best that practitioners and academics can offer.

The Crisis of Détente in Europe

An expanded guide to enhancing analytical skills by building up one's intrinsic abilities is a primer for business leaders on how to develop ideas and enable faster results using to-the-point visual methods. Original.

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