



FIGURE 1.1 West Point's Trophy Point, with links of the Great Chain in the foreground. (Photo courtesy of author.)

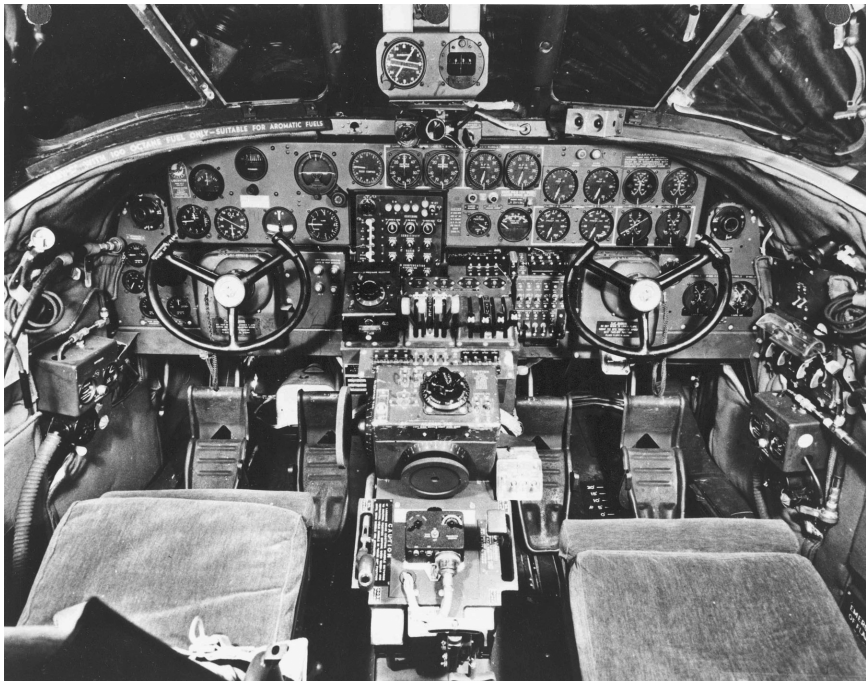


FIGURE 1.2 Cockpit of a World War II-era B-24 bomber. Note the complexity of controls and displays. (Photo courtesy of the National Museum of the US Air Force.)



FIGURE 2.1 The author in his first weeks of Air Force Officer Training School in 1980. Physically and cognitively capable of success, his gloomy countenance reflects the “gut check” that military training provides. (Photo courtesy of the author.)



FIGURE 2.2 Seeking civilian employment, a veteran takes an aptitude test in 1944. (Photo courtesy of ©BETTMAN/CORBIS.)



FIGURE 2.3 Soldiers complete an obstacle during a Leader Reaction Course exercise, designed to build trust and teamwork among cadets. (Photo courtesy of Stephen Flanagan.)



FIGURE 3.1 Failure to learn how to don a gas mask and protective gear rapidly may result in a soldier's death. (Photo courtesy of Elzbieta Sekowska; Shutterstock.)



FIGURE 3.2 The author's father, a combat medic in the Pacific Theater in World War II. (Photo from collection of author.)



FIGURE 3.3 Soldiers engage in a virtual military operation during an experiment conducted by psychologists of the Army Research Laboratory's Research & Development Command. (Photo courtesy of the Army Research Laboratory.)

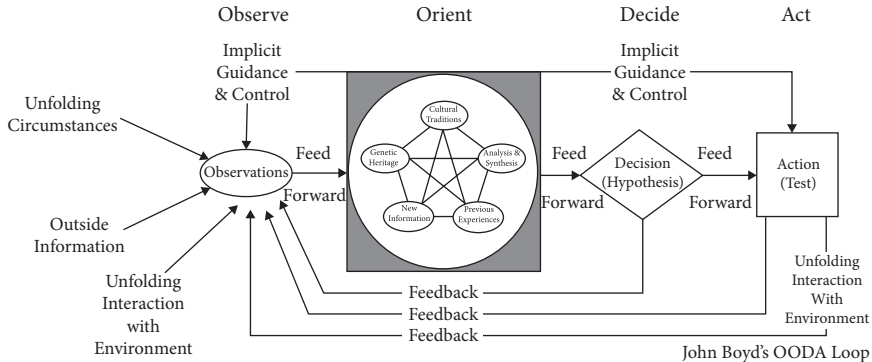


FIGURE 4.1 The OODA Loop Model of Decision Making. (Image courtesy of Patrick Edwin Moran.)

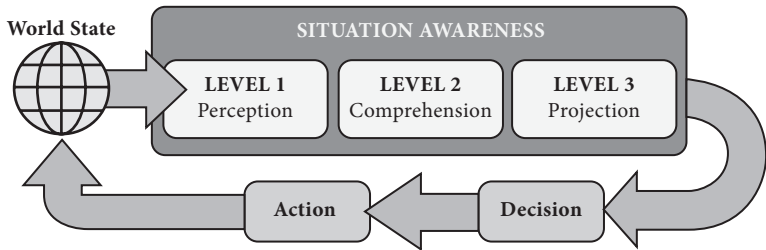


FIGURE 4.2 The Situational Awareness Model of Decision Making. (Image courtesy of Mica R. Endsley, SA Technologies.)

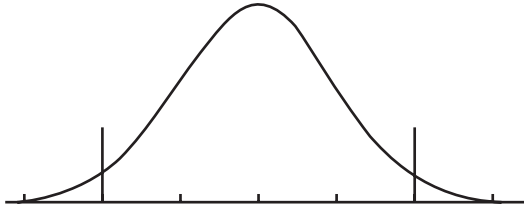


FIGURE 5.1 Psychologists traditionally focus their efforts on the far left end of the normal curve, reflecting pathology. Future psychologists will expand the focus to the right side of the curve, extending their focus to resilience and flourishing. (Image courtesy of author.)



FIGURE 5.2 Meeting with General George Casey, Army Chief of Staff, Nov. 25, 2008. (Photo courtesy of D. Myles Cullen.)

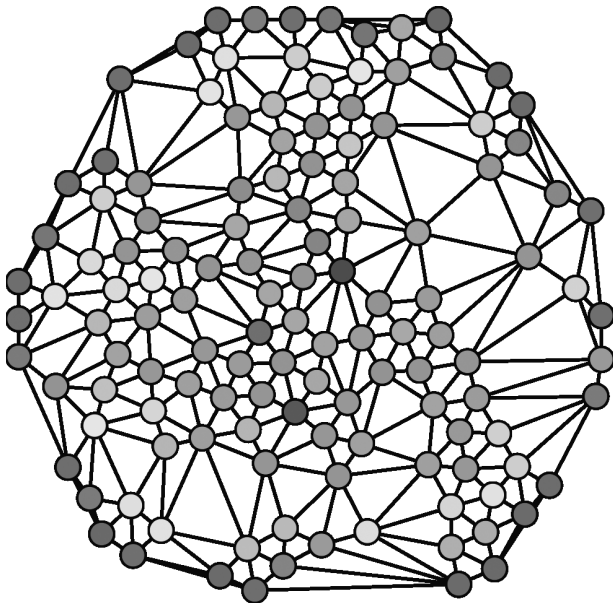
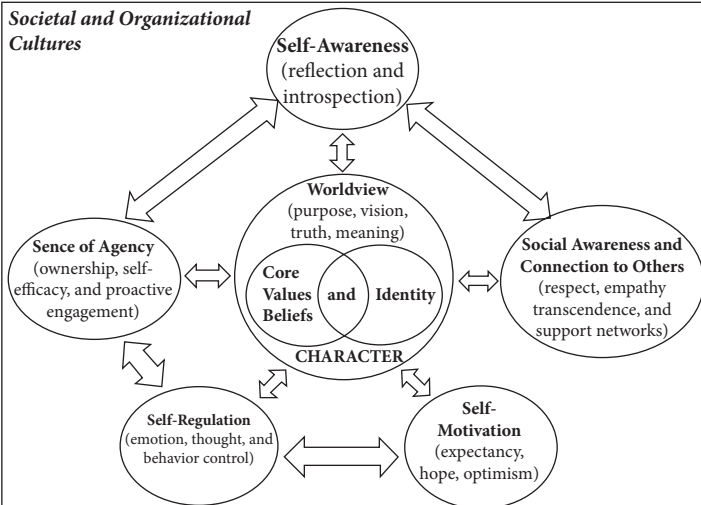


FIGURE 6.1 Example of a social network analysis. Each node represents a different person within an organization. (Image courtesy of Claudio Rocchini.)



FIGURE 6.2 Cadets negotiate with Army Major Stephen Flanagan, in the role of local police chief, during a negotiation exercise at West Point. (Photo courtesy of Neil Hollenbeck.)

**Societal and Organizational
Cultures**



Outcomes

- Values-based Behavior
- Strength of will
- Resilience
- Purpose and meaning in service
- Uplifting relationships
- Openness and acceptance to new experience
- Continuous learning
- Enhanced motivation to leverage skills to realize potential
- Greater Satisfaction and Commitment to organization

FIGURE 8.1 A Holistic Development Model for Dangerous Contexts Leaders and Organizations.
(Image courtesy of Patrick J. Sweeney and the Naval Institute Press.)

Table 8.1 Psychological Taxonomy of Dangerous Environments (Table courtesy of Donald J Campbell, adapted from “Leadership in Dangerous Contexts”).

		<i>Genesis</i>				<i>Genesis</i>			
		<i>Nonadversarial</i>				<i>Adversarial</i>			
		<i>Aggressiveness:</i>		<i>Aggressiveness:</i>		<i>Aggressiveness:</i>		<i>Aggressiveness:</i>	
		<i>Passive</i>		<i>Dynamic</i>		<i>Passive</i>		<i>Dynamic</i>	
		<i>Intensity:</i>	<i>Intensity:</i>	<i>Intensity:</i>	<i>Intensity:</i>	<i>Intensity:</i>	<i>Intensity:</i>	<i>Intensity:</i>	<i>Intensity:</i>
		<i>Lower</i>	<i>Higher</i>	<i>Lower</i>	<i>Higher</i>	<i>Lower</i>	<i>Higher</i>	<i>Lower</i>	<i>Higher</i>
<i>Expectation:</i>	Work Sites	Work Sites	Disaster Areas	Disaster Areas	Police Work	Military Work	Police Work	Police Work	
<i>Sporadic</i>	Accidents: (construction)	Accidents: (nuclear plant)	Contained: (flood)	Uncontained: (wildfire)	Traps: (bomb disposal)		Traps:(IED)	Traditional: (traffic stop)	Undercover: (drug deal)
<i>Expectation:</i>	Locations	Locations	Environments	Environments	Military Work	Military Work	Military Work	Military Work	
<i>Chronic</i>	Extreme: (desert)	Extreme: (space station)	Training: (escape/evade)	Training: (SEAL/Ranger)	Buffer Zones: (obstructions)	Buffer Zones: (minefield)	Limited (border dispute)	General (battlefield war)	



FIGURE 9.1 US Army Tactical Command Post in Afghanistan. (Photo courtesy of Russell Lemler.)



FIGURE 9.2 The Marine Corps Space Trooper Concept. (Photo courtesy of Algor; Shutterstock.)

LOYALTY

Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other Soldiers.

DUTY

Fulfill your obligations.

RESPECT

Treat people as they should be treated.

**SELFLESS
SERVICE**

Put the welfare of the Nation, the Army, and subordinates before your own.

HONOR

Live up to all the Army Values.

INTEGRITY

Do what's right—legally and morally.

**PERSONAL
COURAGE**

Face fear, danger, or adversity (physical or moral).

FIGURE 10.1 The Seven Core Army Values, from *Army Leadership: Competent, Confident, and Agile*, Field Manual 6-22. (Image courtesy of Headquarters, Department of the Army.)

Leadership Requirements Model

Attributes

What an Army Leader Is

A Leader of Character

Army Values

Empathy

Warrior Ethos

A Leader with presence

Military bearing

Physically fit

Composed, confident

Resilient

A Leader with Intellectual Capacity

Mental agility

Sound judgment

Innovation

Interpersonal tact

Domain Knowledge

Core Leader Competencies

What an Army Leader Does

Leads

Leads others

*Extends influence beyond chain
of command*

Leads by example

Communicates

Develops

Creates a positive environment

Prepares self

Develops leaders

Achieves

Gets results

FIGURE 10.2 The Army Leadership Requirements Model, from *Army Leadership: Competent, Confident, and Agile*, Field Manual 6-22. (Image courtesy of Headquarters, Department of the Army.)

**Individual Credibility:
The Foundation**

- Competence
- Character
- Caring

Organization Sets the Climate

- Shared values, beliefs, norms, and goals (culture)
- Structure, practices, policies, and procedures

Relationships Matter

- Respect and concern
- Open communication
- Cooperative interdependence
- Trust and empower others

Context Influences All

- Dependencies and needs
- Organization systems

FIGURE 10.3 The IROC Model of Trust Development. (Image courtesy of Patrick J. Sweeney and the Naval Institute Press.)



FIGURE 11.1 Long and unpredictable workdays, coupled with the adversity and stress of combat deployment, make it difficult for soldiers to remain vigilant at all times. (Photo courtesy of David Uthlaut.)



FIGURE 11.2 A bionic foot, tested in the Engineering Psychology Laboratory, Department of Behavioral Sciences and Leadership, US Military Academy. (Photo courtesy of the Engineering Psychology Lab.)