

army oer bullets examples

army oer bullets examples are essential tools for Soldiers and officers aiming to craft impactful and concise narratives within their Officer Evaluation Reports (OER). These bullets provide clear, quantifiable, and relevant statements that highlight performance, leadership, and achievements in a professional military context. Understanding how to effectively write and utilize army OER bullets examples can significantly enhance the quality of evaluations, ensuring that key contributions and competencies are accurately communicated. This article explores the structure, style, and examples of army OER bullets, offering practical guidance to optimize report writing. Additionally, it covers common mistakes to avoid and tips for tailoring bullets to different evaluation categories. The following sections break down these elements thoroughly, enabling readers to master the art of OER bullet writing with confidence.

- Understanding Army OER Bullets
- Structure and Format of Effective Bullets
- Examples of Army OER Bullets by Performance Categories
- Common Mistakes in Writing Army OER Bullets
- Tips for Crafting Impactful OER Bullets

Understanding Army OER Bullets

Army OER bullets are concise statements used to describe the performance, accomplishments, and leadership qualities of officers in their evaluation reports. These bullets are designed to be clear, measurable, and results-oriented, providing raters and senior raters with a snapshot of the individual's contributions during the evaluation period. The purpose of these bullets is to document achievements in a way that supports promotion boards, assignments, and professional development decisions. Effective OER bullets focus on specific actions, the impact of those actions, and quantifiable results whenever possible.

Purpose and Importance

The primary goal of using army OER bullets examples is to ensure evaluations are objective, standardized, and reflective of an officer's true performance level. Bullets help eliminate vague or generic statements by emphasizing results and leadership qualities. They also aid in creating a consistent evaluation environment across units and branches, allowing equitable comparisons among officers. Properly crafted bullets enhance the credibility of the evaluation and provide valuable documentation for career progression.

Key Characteristics

Effective army OER bullets typically share several key attributes:

- **Conciseness:** Bullets are brief, generally limited to one sentence or phrase.
- **Action-Oriented:** Use strong action verbs to describe duties and accomplishments.
- **Impact-Focused:** Highlight measurable results or benefits.
- **Quantifiable:** Include numbers, percentages, or other metrics when applicable.
- **Relevant:** Directly related to the officer's role and responsibilities.

Structure and Format of Effective Bullets

The format of army OER bullets is crucial for clarity and impact. Typically, bullets follow a three-part structure: action, impact, and result. This format ensures that each bullet clearly states what was done, how it affected the organization or mission, and the tangible outcome of the effort. Consistency in structure improves readability and makes it easier for evaluators to assess performance.

Action-Impact-Result Model

This widely used model in OER writing breaks down as follows:

- **Action:** Describes the specific task or responsibility undertaken by the officer.
- **Impact:** Explains the significance or effect of the action on the unit, mission, or organization.
- **Result:** Quantifies the outcome or benefit derived from the action.

For example, a bullet might read: "Led battalion training exercise (action), improving unit readiness by 25% (impact), resulting in highest operational rating in brigade history (result)."

Grammar and Style Guidelines

Army OER bullets must adhere to specific stylistic rules to maintain professionalism and clarity:

- Use present tense for current duties and past tense for completed actions.
- Avoid personal pronouns such as "I," "me," or "my."

- Use active voice and strong verbs like “led,” “developed,” “executed,” or “improved.”
- Omit articles (“the,” “a,” “an”) to save space and maintain brevity.
- Keep bullets to one line when possible, avoiding overly complex or compound sentences.

Examples of Army OER Bullets by Performance Categories

Army OER bullets can be tailored to various performance categories such as leadership, training, mission accomplishment, and professional development. The following examples demonstrate how to write bullets that effectively describe achievements within these areas.

Leadership Bullets

Leadership bullets emphasize command ability, decision-making, and influence on subordinates and peers.

- Directed company-wide morale program, increasing Soldier retention by 18% within six months.
- Mentored 12 junior officers, resulting in three accelerated promotions and improved leadership skills.
- Led crisis response team during deployment, ensuring 100% mission success with zero casualties.

Training and Readiness Bullets

These bullets highlight contributions to unit preparedness, training events, and skill development.

- Developed comprehensive training plan that raised battalion qualification rates by 30%.
- Coordinated multi-unit live-fire exercise, enhancing combat readiness and inter-unit cooperation.
- Implemented new physical training regimen, reducing injury rates by 15% across the company.

Mission Accomplishment Bullets

Bullets under this category focus on specific missions completed

successfully, emphasizing results and efficiency.

- Executed logistics operation delivering 500+ tons of supplies ahead of schedule, sustaining frontline units.
- Streamlined maintenance processes, increasing vehicle availability by 22% during deployment.
- Supervised intelligence analysis that identified enemy threats, preventing potential ambushes.

Professional Development Bullets

These bullets demonstrate commitment to self-improvement, education, and career growth.

- Completed Master's degree in Strategic Studies, enhancing operational planning capabilities.
- Attended advanced leadership course, applying new skills to improve team cohesion and effectiveness.
- Published article on counterinsurgency tactics in military journal, contributing to doctrinal development.

Common Mistakes in Writing Army OER Bullets

Understanding frequent pitfalls in OER bullet writing helps prevent errors that can diminish the effectiveness of evaluations. Common mistakes include vague language, lack of measurable results, and improper formatting.

Overgeneralization and Vagueness

Bullets that are too broad or generic fail to convey specific accomplishments. For example, "Performed duties well" offers no insight into actual performance. Instead, bullets should focus on concrete actions and outcomes.

Missing Quantifiable Results

Without metrics or quantifiable impacts, it is difficult for evaluators to gauge the significance of accomplishments. Bullets should strive to include percentages, numbers, or other measurable indicators.

Poor Grammar and Style

Using complete sentences, personal pronouns, or passive voice detracts from the professional tone of OER bullets. Maintaining concise, active voice

phrasing is essential.

Excessive Length

Bullets that are too long or complicated can confuse readers and reduce clarity. Keeping statements brief and focused improves readability and impact.

Tips for Crafting Impactful OER Bullets

Writing effective army OER bullets requires attention to detail, clarity, and relevance. The following tips support the creation of high-quality bullets that accurately represent performance.

Use Strong Action Verbs

Begin bullets with dynamic verbs that clearly indicate the role played, such as “led,” “executed,” “enhanced,” or “developed.” This approach immediately conveys initiative and responsibility.

Incorporate Quantifiable Metrics

Whenever possible, include numbers, percentages, or timeframes to demonstrate the scale and impact of achievements. This adds credibility and specificity to the evaluation.

Focus on Results and Impact

Highlight how actions benefited the unit, mission, or Army as a whole. Emphasizing outcomes rather than just duties differentiates exceptional performance from routine tasks.

Tailor Bullets to the Audience

Consider the expectations of raters, boards, and senior leaders when writing bullets. Align statements with organizational priorities and competencies valued by the Army.

Review and Revise

Carefully proofread bullets for grammar, style, and clarity. Revising multiple times ensures the final product is polished and professional.

Frequently Asked Questions

What are Army OER bullets and why are they important?

Army OER (Officer Evaluation Report) bullets are concise statements that highlight an officer's achievements, leadership qualities, and performance. They are important because they directly impact an officer's career progression, promotions, and assignments by clearly showcasing their strengths and contributions.

Can you provide examples of effective Army OER bullets?

Yes, effective Army OER bullets are specific, results-oriented, and action-based. For example: 'Led a team of 15 soldiers in executing over 30 successful training missions, improving unit readiness by 25%,' or 'Streamlined supply chain operations, reducing equipment downtime by 40% and saving \$50K annually.'

How should Army OER bullets be structured for maximum impact?

Army OER bullets should follow the 'Action-Impact-Result' format. Start with a strong action verb, describe the impact of the action, and conclude with quantifiable results. This structure ensures clarity and demonstrates measurable accomplishments.

What are common mistakes to avoid when writing Army OER bullets?

Common mistakes include being vague, using generic phrases, lacking measurable results, using passive voice, and writing overly long statements. Bullets should be concise, specific, and focused on achievements rather than duties or responsibilities.

How can I tailor Army OER bullets to different leadership levels?

Tailor OER bullets by aligning them with the scope of responsibility at each leadership level. For junior officers, emphasize direct leadership and tactical achievements. For senior officers, focus on strategic impact, organizational improvements, and broader mission outcomes.

Where can I find resources or templates for writing Army OER bullets?

Resources for Army OER bullets include the official Army publications like DA PAM 623-3, online military writing guides, and Army leadership forums. Additionally, many units provide templates and examples to help officers craft strong and effective OER bullets.

Additional Resources

1. *Mastering Army OER Bullets: A Comprehensive Guide*

This book provides an in-depth look at crafting effective Officer Evaluation

Report (OER) bullets tailored to military personnel. It breaks down the structure, language, and impact of well-written bullets, offering numerous examples for various ranks and roles. Readers will gain practical tips to enhance their evaluation narratives and improve promotion potential.

2. The Ultimate Army OER Bullet Book

Designed for soldiers and leaders alike, this guide compiles hundreds of sample OER bullets to inspire and assist in writing precise, impactful evaluations. It covers a wide range of performance areas, including leadership, technical skills, and character. The book also offers do's and don'ts to avoid common mistakes and maximize bullet effectiveness.

3. Effective Writing for Army OERs and NCOERs

Focusing on both Officer and Non-Commissioned Officer Evaluation Reports, this manual explains the nuances of bullet writing for different ranks. It includes step-by-step instructions on how to quantify achievements and convey leadership qualities succinctly. The book is ideal for supervisors tasked with producing clear and compelling evaluations.

4. Army Evaluation Reports: Bullet Writing Made Simple

This straightforward guide simplifies the process of writing OER bullets, emphasizing clarity, brevity, and impact. It provides templates and examples to help readers quickly generate strong performance statements. Additionally, it covers the Army's evaluation criteria and how to align bullets with organizational goals.

5. Winning Army OER Bullets: Strategies and Examples

A strategic approach to OER bullet writing, this book teaches readers how to highlight accomplishments that align with promotion boards' expectations. It includes tips on using action verbs, measurable results, and leadership impact to craft compelling narratives. The examples span various branches and specialties within the Army.

6. Bullet Writing for Army Leaders: A Practical Handbook

Targeted at Army leaders responsible for evaluating their subordinates, this handbook focuses on developing clear, concise, and effective OER bullets. It emphasizes leadership traits, competencies, and outcomes, supported by real-world examples. The book also addresses common challenges and provides solutions to improve writing skills.

7. Army OER Bullet Examples and Templates

This resource offers a collection of ready-to-use bullet examples and customizable templates to streamline the OER writing process. It helps evaluators tailor bullets to individual achievements and career fields while maintaining Army standards. The book is perfect for busy leaders seeking quick, quality evaluation inputs.

8. Writing Impactful Army OER Bullets: A Step-by-Step Approach

Breaking down the bullet writing process into manageable steps, this guide assists readers in producing powerful and persuasive OER statements. It stresses the importance of specificity, quantification, and relevance to the Army's leadership framework. The book also includes exercises to practice and refine writing techniques.

9. The Art of Army OER Bullet Writing

Exploring the creative and strategic aspects of bullet writing, this book encourages evaluators to think critically about how to present achievements effectively. It covers language precision, tone, and the balance between brevity and detail. With numerous examples, it helps readers develop a

distinctive and professional evaluation style.

[Army Oer Bullets Examples](#)

Mastering the Art of Army OER Bullets: A Comprehensive Guide to Writing Effective Performance Reports

This ebook delves into the crucial skill of crafting impactful Officer Evaluation Report (OER) bullets, explaining their significance in military career progression and providing practical strategies for writing highly effective ones that accurately reflect an officer's performance and potential. We'll explore various bullet types, writing techniques, and best practices, backed by recent research and real-world examples.

Ebook Title: Army OER Bullets: The Definitive Guide to Maximizing Your Performance Reviews

Contents:

Introduction: Understanding the Importance of OER Bullets and their Impact on Career Progression.
Chapter 1: Deconstructing the OER Bullet: Key Components and Best Practices.
Chapter 2: Mastering the ART of OER Bullet Writing: Action, Result, and Task.
Chapter 3: Types of OER Bullets and When to Use Them (Strong Points, Weak Points, Improvement Areas).
Chapter 4: Avoiding Common Mistakes in OER Bullet Writing (Vague Language, Exaggeration, etc.).
Chapter 5: Integrating Data and Quantifiable Results into Your OER Bullets.
Chapter 6: Crafting Compelling Narratives with Strong Verbs and Concise Language.
Chapter 7: Review and Revision: Refining Your OER Bullets for Maximum Impact.
Chapter 8: Real-World Examples and Case Studies of Effective OER Bullets.
Conclusion: Putting it All Together: Strategies for Sustained Success in OER Writing.

Detailed Outline Explanation:

Introduction: This section sets the stage by highlighting the critical role OER bullets play in an officer's career trajectory, emphasizing their influence on promotions, assignments, and overall professional development within the Army. It will also cover the basic structure of an OER.

Chapter 1: Deconstructing the OER Bullet: This chapter breaks down the fundamental components of a well-written bullet, providing a clear framework for understanding what constitutes an effective and impactful statement. This includes discussing the importance of clarity, conciseness, and accuracy.

Chapter 2: Mastering the ART of OER Bullet Writing: This chapter introduces the widely used ART method (Action, Result, Task) as a structured approach to bullet writing. We'll provide detailed

guidance on how to properly structure each element within the ART framework.

Chapter 3: Types of OER Bullets: This chapter explores the different categories of OER bullets, including those that highlight strengths, address areas for improvement, and detail specific accomplishments. It will cover the strategic use of each type and when to employ them effectively.

Chapter 4: Avoiding Common Mistakes: This chapter focuses on identifying and avoiding common pitfalls in OER bullet writing, such as using vague language, exaggerating accomplishments, or failing to properly quantify results. We'll provide examples of poorly written bullets and demonstrate how to improve them.

Chapter 5: Integrating Data and Quantifiable Results: This chapter emphasizes the importance of using data and quantifiable results to support claims within OER bullets, making them more credible and impactful. We'll illustrate how to translate accomplishments into measurable metrics.

Chapter 6: Crafting Compelling Narratives: This chapter focuses on enhancing the impact of bullets through the strategic use of strong verbs, active voice, and concise language. We'll cover techniques for creating impactful and memorable statements.

Chapter 7: Review and Revision: This chapter provides a structured process for reviewing and revising OER bullets, ensuring clarity, consistency, and maximum impact. We'll discuss strategies for self-editing and peer review.

Chapter 8: Real-World Examples and Case Studies: This chapter presents various examples of effective OER bullets across different military occupational specialties (MOS) and ranks, providing practical demonstrations of the concepts discussed throughout the ebook.

Conclusion: This concluding section summarizes the key takeaways and offers actionable strategies for officers to consistently write impactful OER bullets, improving their performance reviews and advancing their military careers.

Chapter 1: Deconstructing the OER Bullet: Key Components and Best Practices.

An effective OER bullet is concise, impactful, and accurately reflects the officer's contributions. It should adhere to the following best practices:

Accuracy: Ensure all information is factual and verifiable. Avoid hyperbole or exaggeration.

Conciseness: Use as few words as possible while conveying the necessary information. Aim for under 30 words.

Clarity: Write in plain language, avoiding jargon and ambiguity. Use active voice.

Impact: Highlight the significance of the accomplishment and its impact on the unit or mission.

Quantifiable Results: Whenever possible, quantify achievements using numbers, percentages, or other measurable metrics.

Chapter 2: Mastering the ART of OER Bullet Writing (Action, Result, Task):

The ART method is a proven framework for crafting impactful bullets:

Action: Describes the specific actions taken by the officer. Use strong action verbs (e.g., "led," "developed," "implemented").

Result: Details the outcome or impact of the officer's actions. Quantify results whenever possible.

Task: Briefly explains the context or task the officer was responsible for.

Example: Led a team of 10 soldiers in the successful completion of a complex field exercise, resulting in a 20% improvement in overall unit readiness and achieving a 95% proficiency rate in key tactical maneuvers.

Chapter 3, 4, 5, 6, 7, and 8 would follow a similar structure, expanding on the points outlined above with detailed examples and explanations.

Conclusion:

Mastering the art of writing effective OER bullets is a crucial skill for any Army officer. By following the strategies and best practices outlined in this ebook, you can significantly improve the quality of your performance reports, enhancing your chances of promotion and career advancement. Remember to always focus on accuracy, clarity, impact, and quantifiable results.

FAQs

1. What is the maximum length for an OER bullet? While there's no strict limit, aim for under 30 words for maximum impact and readability.
2. Can I use acronyms in my OER bullets? Only use acronyms widely understood within the military context. If in doubt, spell it out.
3. How many bullets should I include in an OER? The number varies depending on the reporting period and the officer's responsibilities. Aim for quality over quantity.

4. What if I don't have quantifiable results for a particular accomplishment? Focus on the qualitative impact. Explain the significance of the accomplishment clearly and concisely.
5. Can I use personal pronouns (I, me, my) in my OER bullets? Generally, avoid personal pronouns and use active voice to create a more professional tone.
6. How can I ensure my OER bullets are accurate? Maintain detailed records of your accomplishments and contributions throughout the rating period. Use this documentation as a basis for your bullets.
7. What should I do if I receive an OER with inaccurate or misleading bullets? Follow your chain of command's established procedures for addressing such issues.
8. Are there any resources available to help me improve my OER bullet writing? Your unit's personnel office or senior officers can often provide guidance and resources.
9. How often are OERs conducted? The frequency of OERs depends on the officer's rank and position, varying from annually to bi-annually.

Related Articles:

1. Understanding the Army Officer Evaluation Reporting System (OERS): A comprehensive overview of the OER system, its purpose, and its importance in an officer's career.
2. The Role of Senior Rater in OERs: Explaining the responsibilities and influence of the senior rater in shaping the overall evaluation.
3. Writing Effective Officer Evaluation Reports (OERs): A guide covering all aspects of OER preparation, including the narrative portion and the overall structure.
4. Common Mistakes in Army OERs and How to Avoid Them: Focuses on common errors in OERs and strategies to prevent them.
5. The Impact of OERs on Army Promotions: Details the influence of OER ratings on promotion boards and career progression.
6. Using Quantifiable Data to Enhance Your OER Bullets: A focused guide on utilizing numbers and metrics for impactful bullet points.
7. Developing Strong Leadership Skills for Enhanced OERs: Covers the connection between leadership competencies and achieving positive evaluations.
8. The Importance of Self-Reflection in Preparing for OERs: Emphasizes the role of self-assessment in crafting accurate and effective OERs.
9. OER Bullet Examples for Different Army MOSs: Provides specific examples of effective bullets for various military occupational specialties.

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army oer bullets examples: The Things They Carried Tim O'Brien, 2009-10-13 A classic work of American literature that has not stopped changing minds and lives since it burst onto the literary scene, *The Things They Carried* is a ground-breaking meditation on war, memory, imagination, and the redemptive power of storytelling. *The Things They Carried* depicts the men of Alpha Company: Jimmy Cross, Henry Dobbins, Rat Kiley, Mitchell Sanders, Norman Bowker, Kiowa, and the character Tim O'Brien, who has survived his tour in Vietnam to become a father and writer at the age of forty-three. Taught everywhere—from high school classrooms to graduate seminars in creative writing—it has become required reading for any American and continues to challenge readers in their perceptions of fact and fiction, war and peace, courage and fear and longing. *The Things They Carried* won France's prestigious Prix du Meilleur Livre Etranger and the Chicago Tribune Heartland Prize; it was also a finalist for the Pulitzer Prize and the National Book Critics Circle Award.

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army oer bullets examples: Lying to Ourselves Leonard Wong, Stephen J. Gerras, Strategic Studies Institute, 2015-12-22 One of the hallmarks of a true profession is its ability to assess and regulate itself, especially with respect to adherence to its foundational ethos. Such self-examination is difficult and often causes discomfort within the profession. Nonetheless, it is absolutely necessary to enable members of the profession to render the service for which the profession exists. U.S. military professionals have never shied away from this responsibility, and they do not today, as evidenced by this riveting monograph. Discussing dishonesty in the Army profession is a topic that will undoubtedly make many readers uneasy. It is, however, a concern that must be addressed to better the Army profession. Through extensive discussions with officers and thorough and sound analysis, Drs. Leonard Wong and Stephen Gerras make a compelling argument for the Army to introspectively examine how it might be inadvertently encouraging the very behavior it deems unacceptable.

army oer bullets examples: A Little History of the World E. H. Gombrich, 2014-10-01 E. H. Gombrich's *Little History of the World*, though written in 1935, has become one of the treasures of historical writing since its first publication in English in 2005. The Yale edition alone has now sold over half a million copies, and the book is available worldwide in almost thirty languages. Gombrich was of course the best-known art historian of his time, and his text suggests illustrations on every page. This illustrated edition of the *Little History* brings together the pellucid humanity of his narrative with the images that may well have been in his mind's eye as he wrote the book. The two hundred illustrations—most of them in full color—are not simple embellishments, though they are beautiful. They emerge from the text, enrich the author's intention, and deepen the pleasure of reading this remarkable work. For this edition the text is reset in a spacious format, flowing around illustrations that range from paintings to line drawings, emblems, motifs, and symbols. The book incorporates freshly drawn maps, a revised preface, and a new index. Blending high-grade design, fine paper, and classic binding, this is both a sumptuous gift book and an enhanced edition of a timeless account of human history.

army oer bullets examples: Candide By Voltaire, 2019-06-10 *Candide* is a French satire by Voltaire, a philosopher of the Age of Enlightenment. It begins with a young man, Candide, who is living a sheltered life in an Edenic paradise and being indoctrinated with Leibnizian optimism (or simply Optimism) by his mentor, Pangloss. The work describes the abrupt cessation of this lifestyle, followed by Candide's slow, painful disillusionment as he witnesses and experiences great hardships in the world. Voltaire concludes with *Candide*, if not rejecting optimism outright, advocating a deeply practical precept, we must cultivate our garden, in lieu of the Leibnizian mantra of Pangloss, all is for the best in the best of all possible worlds. *Candide* is characterized by its sarcastic tone, as

well as by its erratic, fantastical and fast-moving plot. A picaresque novel it parodies many adventure and romance clichés, the struggles of which are caricatured in a tone that is mordantly matter-of-fact. Still, the events discussed are often based on historical happenings, such as the Seven Years' War and the 1755 Lisbon earthquake. As philosophers of Voltaire's day contended with the problem of evil, so too does Candide in this short novel, albeit more directly and humorously. Voltaire ridicules religion, theologians, governments, armies, philosophies, and philosophers through allegory; most conspicuously, he assaults Leibniz and his optimism. As expected by Voltaire, Candide has enjoyed both great success and great scandal. Immediately after its secretive publication, the book was widely banned because it contained religious blasphemy, political sedition and intellectual hostility hidden under a thin veil of naïveté. However, with its sharp wit and insightful portrayal of the human condition, the novel has since inspired many later authors and artists to mimic and adapt it. Today, Candide is recognized as Voltaire's magnum opus and is often listed as part of the Western canon; it is arguably taught more than any other work of French literature. It was listed as one of The 100 Most Influential Books Ever Written.

army oer bullets examples: Army Leadership Department of the Army, 2012-09-15
Competent leaders of character are necessary for the Army to meet the challenges in the dangerous and complex security environment we face. As the keystone leadership manual for the United States Army, FM 6-22 establishes leadership doctrine, the fundamental principles by which Army leaders act to accomplish their mission and care for their people. FM 6-22 applies to officers, warrant officers, noncommissioned officers, and enlisted Soldiers of all Army components, and to Army civilians. From Soldiers in basic training to newly commissioned officers, new leaders learn how to lead with this manual as a basis. FM 6-22 is prepared under the direction of the Army Chief of Staff. It defines leadership, leadership roles and requirements, and how to develop leadership within the Army. It outlines the levels of leadership as direct, organizational, and strategic, and describes how to lead successfully at each level. It establishes and describes the core leader competencies that facilitate focused feedback, education, training, and development across all leadership levels. It reiterates the Army Values. FM 6-22 defines how the Warrior Ethos is an integral part of every Soldier's life. It incorporates the leadership qualities of self-awareness and adaptability and describes their critical impact on acquiring additional knowledge and improving in the core leader competencies while operating in constantly changing operational environments. In line with evolving Army doctrine, FM 6-22 directly supports the Army's capstone manuals, FM 1 and FM 3-0, as well as keystone manuals such as FM 5-0, FM 6-0, and FM 7-0. FM 6-22 connects Army doctrine to joint doctrine as expressed in the relevant joint doctrinal publications, JP 1 and JP 3-0. As outlined in FM 1, the Army uses the shorthand expression of BE-KNOW-DO to concentrate on key factors of leadership. What leaders DO emerges from who they are (BE) and what they KNOW. Leaders are prepared throughout their lifetimes with respect to BE-KNOW-DO so they will be able to act at a moment's notice and provide leadership for whatever challenge they may face. FM 6-22 expands on the principles in FM 1 and describes the character attributes and core competencies required of contemporary leaders. Character is based on the attributes central to a leader's make-up, and competence comes from how character combines with knowledge, skills, and behaviors to result in leadership. Inextricably linked to the inherent qualities of the Army leader, the concept of BE-KNOW-DO represents specified elements of character, knowledge, and behavior described here in FM 6-22.

army oer bullets examples: The First 100 Days of Platoon Leadership - Handbook (Lessons and Best Practices) U. S. Army, 2020-03 The platoon leader and platoon sergeant are two of the most important leaders in the U.S. Army. The way platoon leaders and sergeants work together as a team can cause the success or failure of companies, battalions, brigades, and divisions. They represent the leading edge of leadership on and off the battlefield. On the battlefield, platoon leaders and sergeants build their platoons, empower squad leaders, integrate outside elements, and use troop-leading procedures to plan and lead. Off the battlefield, platoon leaders and sergeants prepare their platoon for combat through tough training. The platoon leader and platoon sergeant's

ability to coach, teach, and mentor their Soldiers leads directly to the readiness of our formations. World-wide, platoon leaders and sergeants are personally leading the U.S. Army at the lowest level. This handbook is a guide for new leaders to help prepare them for a critical crucible of leadership that will determine the U.S. Army's ability to fight and win our country's wars.

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Bangladeshi fisheries, Ghanaian gold mines, and Brazilian forests, Bales reveals the appalling truth in graphic detail. . . . Readers will be deeply disturbed to learn how the links connecting slavery, environmental issues, and modern convenience are forged.”—Publishers Weekly “This well-researched and vivid book studies the connection between slavery and environmental destruction, and what it will take to end both.”—Shelf Awareness (starred review) “This is a remarkable book, demonstrating once more the deep links between the ongoing degradation of the planet and the ongoing degradation of its most vulnerable people. It’s a bracing reminder that a mentality that allows throwaway people also allows a throwaway earth.”—Bill McKibben, author of *Eaarth: Making a Life on a Tough New Planet*

army oer bullets examples: A Historical Review and Analysis of Army Physical Readiness Training and Assessment Whitfield East, 2013-12 The Drillmaster of Valley Forge-Baron Von Steuben-correctly noted in his Blue Book how physical conditioning and health (which he found woefully missing when he joined Washington's camp) would always be directly linked to individual and unit discipline, courage in the fight, and victory on the battlefield. That remains true today. Even an amateur historian, choosing any study on the performance of units in combat, quickly discovers how the levels of conditioning and physical performance of Soldiers is directly proportional to success or failure in the field. In this monograph, Dr. Whitfield Chip East provides a pragmatic history of physical readiness training in our Army. He tells us we initially mirrored the professional Armies of Europe as they prepared their forces for war on the continent. Then he introduces us to some master trainers, and shows us how they initiated an American brand of physical conditioning when our forces were found lacking in the early wars of the last century. Finally, he shows us how we have and must incorporate science (even when there exists considerable debate!) to contribute to what we do-and how we do it-in shaping today's Army. Dr. East provides the history, the analysis, and the pragmatism, and all of it is geared to understanding how our Army has and must train Soldiers for the physical demands of combat. Our culture is becoming increasingly "unfit, due to poor nutrition, a lack of adequate and formal exercise, and too much technology. Still, the Soldiers who come to our Army from our society will be asked to fight in increasingly complex and demanding conflicts, and they must be prepared through new, unique, and scientifically based techniques. So while Dr. East's monograph is a fascinating history, it is also a required call for all leaders to better understand the science and the art of physical preparation for the battlefield. It was and is important for us to get this area of training right, because getting it right means a better chance for success in combat.

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similar problems arise.

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forces must be equipped with the newest Institute weapons, new technology will not fulfill its promise of shaping the battlefield to American advantage if new devices are merely grafted on to old organizations that are not specifically designed to exploit them. It is not enough to rely on the infusion of new, expensive technology into the American defense establishment to preserve America's strategic dominance in the next century. The work makes it clear that planes, ships, and missiles cannot do the job of defending America's global security issues alone. The United States must opt for reform and reorganization of the nation's ground forces and avoid repeating Britain's historic mistake of always fielding an effective army just in time to avoid defeat, but too late to deter an aggressor.

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as well as keeps and reinforces the systems approach whenever possible, stressing the interplay among different I-O psychology variables and constructs.

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