THE HUMAN IN COMMAND

EXPLORING THE MODERN MILITARY EXPERIENCE

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Human In Command Exploring The Modern Military Experience

William B. Rouse,Kenneth R. Boff

Human In Command Exploring The Modern Military Experience:

The Human in Command Carol McCann,Ross Pigeau,2012-12-06 MAJOR GENERAL M K JEFFERY Command and mdeed the human in command has always been key to milItary operations The complexIty and tempo of modern operations make this statement even more true today than in the past However both the military and the research 2 communities have tended to treat command and control C from a limited per spective For too long command and control have been considered as if they were a single concept with control often dominatmg our study Indeed in many 2 cases we have divorced operational C from the military institution itself resulting in disconnects and inefficiencies Then in an attempt to overcome these self inflicted deficiencies we have pursued the Holy Grail of technology hoping that it 2 would solve our C problems Only now as we start to realize technology s costs 2 and limitations are we looking critically at C This book attempts to take such a look The contributions that make up this book are the product of a June 1998 NATO North Atlantic Treaty Organization workshop called The Human m Command Far from being purely an academIc exercise this gathenng brought together milI 2 tary leaders and civilian scientists to discuss C s central pragmatic and conceptual issues its assumptions its practices and its organization Indeed in recent years there has been mounting evidence that both our society and Its military institutions are facing organizational crises   Incident Command: Tales from the Hot Seat Rhona Flin,Kevin Arbuthnot,2017-07-12 Incident Command Tales From the Hot Seat presents a unique examination of the skills of the on scene or incident commander who is in charge of an emergency or major incident Experienced commanders from the police and fire services the armed forces civil aviation and the prison service give personal accounts of their command experiences discuss their dilemmas and the pressures they faced and reveal the demands of leading under extreme conditions They share intimate details of cases where their command skills were tested ranging from industrial fires riots hostage taking warfare peacekeeping to in flight emergencies Each case ends with lessons learnt and tips for the developing commander Additional chapters present expert accounts of the art of incident command incident command systems competencies for command as well as reviews of the latest psychological research into decision making and team work under pressure The book is an essential compelling text that captures the essence of incident command by analyzing command experiences across a range of professions

Human-Robot Interactions in Future Military Operations Florian Jentsch,2016-05-23 Soldier robot teams will be an important component of future battle spaces creating a complex but potentially more survivable and effective combat force The complexity of the battlefield of the future presents its own problems The variety of robotic systems and the almost infinite number of possible military missions create a dilemma for researchers who wish to predict human robot interactions HRI performance in future environments Human Robot Interactions in Future Military Operations provides an opportunity for scientists investigating military issues related to HRI to present their results cohesively within a single volume The issues range from operators interacting with small ground robots and aerial vehicles to supervising large near autonomous vehicles

capable of intelligent battlefield behaviors The ability of the human to team with intelligent unmanned systems in such environments is the focus of the volume As such chapters are written by recognized leaders within their disciplines and they discuss their research in the context of a broad based approach Therefore the book allows researchers from differing disciplines to be brought up to date on both theoretical and methodological issues surrounding human robot interaction in military environments The overall objective of this volume is to illuminate the challenges and potential solutions for military HRI through discussion of the many approaches that have been utilized in order to converge on a better understanding of this relatively complex concept It should be noted that many of these issues will generalize to civilian applications as robotic technology matures An important outcome is the focus on developing general human robot teaming principles and guidelines to help both the human factors design and training community develop a better understanding of this nascent but revolutionary technology Much of the research within the book is based on the Human Research and Engineering Directorate HRED U S Army Research Laboratory ARL 5 year Army Technology Objective ATO research program The program addressed HRI and teaming for both aerial and ground robotic assets in conjunction with the U S Army Tank and Automotive Research and Development Center TARDEC and the Aviation and Missile Development Center AMRDEC The purpose of the program was to understand HRI issues in order to develop and evaluate technologies to improve HRI battlefield performance for Future Combat Systems FCS The work within this volume goes beyond the research results to encapsulate the ATO s findings and discuss them in a broader context in order to understand both their military and civilian implications For this reason scientists conducting related research have contributed additional chapters to widen the scope of the original research boundaries   Made, Not Born Bruce Newsome,2007-09-30 Why do the combat capabilities of individual soldiers vary so much This book seeks to provide an answer to this and other questions about variability in combat performance Some soldiers flee quickly from the battlefield while others endure all hardships until the bitter end Some combat units can perform numerous types of missions while others cannot keep themselves organized during peacetime Some militaries armed with obsolete weapons have out fought enemies with the latest weapons just as some massively outnumbered armies have beaten back much larger opponents In this first social scientific study of the effectiveness of combat troops Newsome evaluates competing explanations for the varying combat capabilities and performances There are four main explanations each emphasizing the influence of a single factor The first focuses on material endowments How well funded are the troops Do they have the latest protective gear and the most advanced weaponry Second some analysts claim that democracies produce better commanders superior strategies more motivated personnel or better managed personnel others however associated those characteristics with more authoritarian forms of government Third is the idea that giving more power to the troops on the ground in individual combat units empowers them with decision making capability and adaptability to fast changing situations and circumstances Newsome presents evidence that decentralized personnel management does correlate

with superior combat performance Fourth soldier capabilities and performance often are assumed to reflect intrinsic attributes such as prior civilian values Newsome argues that the capabilities of combat soldiers are acquired through military training and other forms of conditioning but he does not entirely discount the role of a soldier s individual character In the age old nature vs nurture argument he finds that intrinsic qualities do count but that extrinsic factors such as training and environment matter even more **Macrocognition Metrics and Scenarios** Janet E. Miller,2018-09-03 Macrocognition Metrics and Scenarios Design and Evaluation for Real World Teams translates advances by scientific leaders in the relatively new area of macrocognition into a format that will support immediate use by members of the software testing and evaluation community for large scale systems as well as trainers of real world teams Macrocognition is defined as how activity in real world teams is adapted to the complex demands of a setting with high consequences for failure The primary distinction between macrocognition and prior research is that the primary unit for measurement is a real world team coordinating their activity rather than individuals processing information the predominant model for cognition for decades This book provides an overview of the theoretical foundations of macrocognition describes a set of exciting new macrocognitive metrics and provides guidance on using the metrics in the context of different approaches to evaluation and measurement of real world teams **Organizational Simulation** William B. Rouse,Kenneth R. Boff,2005-07-22 From modeling and simulation to games and entertainment With contributions from leaders in systems and organizational modeling behavioral and social sciences computing and visualization and gaming and entertainment Organizational Simulation both articulates the grand vision of immersive environments and shows in detail how to realize it This book offers unparalleled insight into the cutting edge of the field since it was written by those who actually researched designed developed deployed marketed sold and critiqued today s best organizational simulations The coverage is divided into four sections Introduction outlines the need for organizational simulation to support strategic thinking design of unprecedented systems and organizational learning including the functionality and technology required to enable this support Behaviors covers the state of knowledge of individual group and team behaviors and performance how performance can best be supported how performance is affected by national differences and how organizational performance can best be measured Modeling describes the latest approaches to modeling and simulating people groups teams and organizations as well as narrative contexts and organizational environments within which these entities act drawing from a rich set of modeling methods and tools Simulations and Games illustrates a wide range of fielded simulations games and entertainment including the methods and tools employed for designing developing deploying and evaluating these systems as well as the social implications for the associated communities that have emerged Addressing all levels of organizational simulation architecture with theories and applications and enabling technologies for each Organizational Simulation offers students and professionals the premier reference and practical toolbox for this dynamic field **A Cognitive Approach to Situation Awareness: Theory and Application**

Sébastien Tremblay,2017-03-02 The importance of situation awareness SA in assessing and predicting operator competence in complex environments has become increasingly apparent in recent years It has been widely established that SA is a contributing factor to many commercial and military accidents and incidents Yet determining exactly what constitutes SA is a very difficult task given the complexity of the construct itself and the many different processes involved with its acquisition and maintenance This volume brings together recent developments from researchers and practitioners from around the world who are studying and applying SA from a cognitive perspective The 41 contributors represent many different theoretical perspectives research approaches and domains of application Each chapter has a primary emphasis around one of three main topics theory measurement and application and examines the considerable inter linkage between them To bring further coherence to the book all of the contributors received draft manuscripts of those chapters most relevant to their own Designed to be completely international and interdisciplinary the authors themselves present varied perspectives from academic departments and industrial organisations from around the world and from broad applications with contributions from researchers in the domains of process control sport aviation transportation and command and control The readership includes practitioners academics and researchers within human factors ergonomics and industrial psychology Graduate and Undergraduate students specialising within these areas during their final year   <u>Product Experience</u> Hendrik N. J. Schifferstein,Paul Hekkert,2011-04-28 Product Experience brings together research that investigates how people experience products durable non durable or virtual In contrast to other books the present book takes a very broad possibly all inclusive perspective on how people experience products It thereby bridges gaps between several areas within psychology e g perception cognition emotion and links these areas to more applied areas of science such as product design human computer interaction and marketing The field of product experience research will include some of the research from four areas Arts Ergonomics Technology and Marketing Traditionally each of these four fields seems to have a natural emphasis on the human ergonomics and marketing the product technology or the experience arts However to fully understand human product experience we need to use different approaches and we need to build bridges between these various fields of expertise Most comprehensive collection of psychological research behind product design and usability Consistenly addresses the 3 components of human product experience the human the product and the experience International contributions from experts in the field   **Military Ethics** Th.A. van Baarda,D.E.M. Verweij,2006-10-31 This collection is a unique joint venture of teachers in and practitioners of military ethics Representatives of each branch of the Armed Forces i e the Navy the Army the Air Force and the Military Police discuss their branch specific experiences with moral questions and dilemma s The moral questions and dilemma s which arise in their work are also discussed by certain professional groups within the Armed Forces such as the Military Medical Service and the Military Psychological Service Detailed attention is given to how junior commanders can enhance morally responsible behaviour within their unit A substantial part of the book focuses on teaching

military ethics It includes the Socratic dialogue decision making skills and a chapter containing fictitious moral dilemmas that can be used as exercises The book is aimed at those responsible for training at military training centres as well as at cadets midshipmen and young officers It will also be an important tool for commanders preparing for a mission And it will be of use for all those concerned with the subject of military ethics at policy and management level both in the armed forces and outside it Military Ethics The Dutch Approach A Practical Guide is an adapted translation of the main chapters of the Dutch language volume Praktijkboek Militaire Ethiek Practitioner s Guide Military Ethics *Contemporary Research* Michael McNeese,Eduardo Salas,Mica R. Endsley,2020-09-28 The objective of Contemporary Research Models Methodologies and Measures in Distributed Team Cognition is to advance knowledge in terms of real world interactions among information people and technologies through explorations and discovery embedded within the research topics covered Each chapter provides insight comprehension and differing yet cogent perspectives to topics relevant within distributed team cognition Experts present their use of models and frameworks different approaches to studying distributed team cognition and new types of measures and indications of successful outcomes The research topics presented span the continuum of interdisciplinary philosophies ideas and concepts that underline research investigation Features Articulates distributed team cognition principles constructs within studies models methods and measures Utilizes experimental studies and models as cases to explore new analytical techniques and tools Provides team situation awareness measurement mental model assessment conceptual recurrence analysis quantitative model evaluation and unobtrusive measures Transforms analytical output from tools models as a basis for design in collaborative technologies Generates an interdisciplinary approach using multiple methods of inquiry **Handbook of Distributed Team Cognition** Michael McNeese,Eduardo Salas,Mica R. Endsley,2022-05-29 Contemporary society is held together by interactive groups and teams carrying out work to accomplish various intentions and purposes often within challenging and ill defined environments Cooperative work is accomplished through the synergy of human teamwork and technological innovation within domains such as health and medicine cyber security transportation command control communication and intelligence aviation manufacturing criminal justice space exploration and emergency crisis management Distributed team cognition is ubiquitous across and within each of these domains in myriad ways The Handbook of Distributed Team Cognition provides three volumes that delve into the intricacies of research findings in terms of how cognition is embodied within specific environments while being distributed across time space information people and technologies Distributed team cognition is examined from broad interdisciplinary perspectives and developed using different themes and worldviews Foundations and Theoretical Perspectives of Distributed Teams Cognition provides an informed view of the history and foundations underlying the development of the field while looking at the theoretical significance of research Contemporary Research Models Methodologies and Measures in Distributed Team Cognition strengthens these foundations and theories by looking at how research has evolved through the use of different

experiments methods measures and models Fields of Practice and Applied Solutions within Distributed Teams Cognition considers the importance of technological support of teamwork and what it means for applied systems and specific fields of practice Together these three volumes entwine a comprehensive knowledge of distributed team cognition that is invaluable for professors scientists engineers designers specialists and students alike who need specific information regarding history cognitive science experimental studies research approaches measures and analytics digital collaborative technologies and intelligent agents and real world applications all of which have led to a dynamic revolution in cooperative work teamwork in both theory and practice **The Military Leadership Handbook** Bernd Horn,Robert W. Walker,2008-09-29 In the simplest of terms leadership is about influencing people to achieve an objective that is important to the leader the group and the organization It is the human element leading motivating and inspiring particularly during times of crisis chaos and complexity when directives policy statements and communiques have little effect on cold exhausted and stressed followers Strong leadership encourages subordinates to go beyond the obligation to obey and commit to the mission in a way that maximizes their potential The Military Leadership Handbook is a concise and complete manual that identifies describes and explains all those concepts components and ideas that deal with or directly relate to military leadership The book is a comprehensive compendium that focuses on among other subjects cohesion command cultural intelligence discipline fear and trust this applied manual provides invaluable assistance to anyone who wishes to acquire a better understanding of both the theory and application of military leadership Building Sustainable and Effective Military Capabilities Kristina Spohr Readman, **Emerging Perspectives on Judgment and Decision Research** Sandra L. Schneider,James Shanteau,2003-06-16 Table of contents **21 Days in Normandy** Angelo Caravaggio,2016-08-30 Right s some of the injustices done to the Canadians on their maligned actions during the Invasion of Normandy An absorbing account Firetrench The Canadian Fourth Armoured Division crossed the Channel in July 1944 to support the invading forces and assist in the Allied attempts to break out of the Normandy beachhead They were heavily engaged in Operation Totalize and Operation Tractable but have been criticized for their failure to close the Falaise gap and complete the entrapment of withdrawing German forces Their commander Major General George Kitching was relieved of his command after just twenty one days in action Angelo Caravaggio reexamines the division s performance and particularly that of its leadership Using new information he establishes that despite entering battle for the first time during one of the most challenging phases of Allied operations in August 1944 the 4th Armoured Division under Kitching s leadership proved resilient and adaptive in overcoming the volatile and unpredictable nature of warfare in Normandy The combat operations of August 1944 transformed the division into a battle hardened combat formation that would later distinguish itself through its ability to generate a sustained drive across France out of the chaos and destruction of the Normandy battles The author uses new information to demonstrate the unit did show flexibility and adapted to the battlefield quickly despite being thrown into

battle during one of the Normandy Campaign s critical phases His arguments are detailed and based upon in depth research and the book has many detailed maps to help the reader follow the action Warfare History Network **Networked Operations and Transformation** Allan English,Richard Gimblett,Howard Coombs,2007-11-30 The driving concept behind the transformation of Western armed forces in the twenty first century has been a fully integrated information network that will supposedly create a decisive advantage in fighting and other military actions In a detailed examination of different types of networked operations including Network Centric Warfare NCW and Network Enabled Operations the authors argue that such operations offer not a new theory of war but a series of largely untested assumptions that must be validated before they are accepted as a basis for transforming the military **MANAGING CRISES** Uriel Rosenthal,Arjen Boin,Louise K. Comfort,2001-01-01 In this book the editors with 25 notable contributors expand the knowledge of crisis management focusing on case studies of high profile events that have occurred in recent history Part One of the text aims at theoretical development through empirical case studies and also postulates a crisis typology and charts specific theoretical and administrative challenges The case bank which comprises the bulk of the book is presented in four additional sections The first deals with the development of crises and compares the infamous Watts riots with the 1992 L A riots It also analyzes the fragmented and complex international environment that allowed the safe area in Bosnia to be overrun by Bosnian Serbs in 1995 The final chapter chronicles the incredible human costs of mismanaged crisis in the Rwanda massacres in 1994 The second section explores the many decisional dilemmas that confront crisis managers Cases include the fire at the Piper Alpha oil rig the 1999 Turkish earthquakes the Eindhoven Holland plane crash and crisis management of the Mad Cow epidemic disease in the U K The third section explores the long term dimensions of crises and crisis management and particularly the development of national traumas such as the assassination of Sweden s Prime Minister Olaf Palme in 1986 the 1992 Amsterdam air crash and the TWA flight 800 disaster in 1996 The final section shifts focus to future scenarios such as speculative information technology disasters potentially devastating viral epidemics deteriorating environmental and societal conditions in Russia the southwest U S coming water shortage and the outlook for Japan one of the world s most disaster prone countries Summarizing the research findings of the past decade the authors describe patterns in the paths toward crises the dilemmas and coping mechanisms that emerge during the thick of crisis and very importantly the pathways that lead away from crisis **Military Life** Thomas W. Britt,Carl Andrew Castro,Amy B. Adler,2005-12-30 With global commitments and combat duty our armed forces face life threatening challenges on a daily basis However less visible threats also impact the mental health of our military men and women Experts examine challenges on the battlefield such as women coming to terms with life after being prisoners of war or soldiers dealing with mistakenly killing civilians But life in the armed forces presents less dramatic daily challenges Away from the front lines soldiers have to raise their families sometimes as single parents Children have to learn what it s like to be in a military family and to make sense of war Gay or

lesbian officers cope with a don t ask don t tell policy An unprecedented range of contributors military officers medical doctors psychologists psychiatrists and professors take us onto the bases and the battlefields and inside the minds of military personnel who face far greater challenges than most of us ever see in the headlines These volumes also highlight factors that make members of the military resilient and stable as well as programs and practices that can ease the psychological burdens of military personnel families and children Readers can better understand how society views our military and military operations and how each one of us can play a role in supporting our armed forces **Moral Injury and Soldiers in Conflict** Tine Molendijk,2021-03-15 This book advances an interdisciplinary understanding of moral injury by analyzing the stories of military veterans of combat and peace missions In the past decade the concept of moral injury has emerged to address the potential moral impact of deployment This book contributes to an interdisciplinary conceptualization of moral injury while at the same time critically evaluating the concept s premises and implications It paints an urgent and compassionate picture of the moral impact of soldiers deployment experience and the role of political practices and public perceptions in moral injury It does so by drawing on the experiences of close to a hundred Dutch veterans deployed to Bosnia Srebrenica and Afghanistan and analyzing their stories from the perspectives of psychology philosophy theology and social sciences Ultimately this book advances the understanding of moral political and societal dimensions of moral injury and contributes to practical efforts aimed at its prevention This book will be of much interest to students of ethics and war cultural anthropology conflict studies and international relations Assessing Command and Control Effectiveness Peter Berggren,Staffan Nählinder,Erland Svensson,2017-09-18 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

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