

Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

1SG	First Sergeant
1LT	First Lieutenant
2LT	Second Lieutenant
AAM	Army Achievement Medal
AAR	After-Action Review
AFRICOM	African Command
AIT	Advanced Individual Training
ALC	Advanced Leader Course
AO	Area of Operation
APFT	Army Physical Fitness Test
ARCOM	Army Commendation Medal
ARSO	Assistant Range Safety Officer
BATNA	Best Alternative to a Negotiated Agreement
BBA	Bi-Cultural Bilingual Advisor
BCD	Build trust and task cohesion, Clarify roles and responsibilities, Develop team goals and expectations
BCT	Basic Combat Training
BCT	Brigade Combat Team
BDE	Brigade
BG	Brigadier General
BOLC	Basic Officer's Leadership Course
BRM	Basic Rifle Marksmanship
BSB	Brigade Support Battalion
CHU	Container Housing Unit
CIED	Counter-IED (Improvised Explosive Device)
CO	Commanding Officer
COA	Course of Action
COFT	Conduct-of-Fire Trainers
COIN	Counterinsurgency
COIST	Company Intelligence Support Team
COL	Colonel
COP	Combat Outpost
CPL	Corporal

CP	Command Post
CPT	Captain
CROWS	Common Remotely Operated Weapon Station
CSG	Corps Support Group
CSM	Command Sergeant Major
CQ	Charge of Quarters
CW2	Chief Warrant Officer 2
DA Pam	Department of the Army Pamphlet
DA	Department of the Army
DAGR	Defense Advanced GPS Receiver
DFAC	Dining Facility
DHS	Department of Homeland Security
DOD	Department of Defense
DPTMS	Deputy for Plans, Training, Mobilization and Security
EMT	Emergency Medical Technician
EOD	Explosive Ordnance Disposal
EOF	Escalation of Force
EOH	Equipment On Hand
ER	Equipment Readiness
ETS	Estimated Time of Separation
EU	European Union
FARP	Forward Arming and Refueling Point
FEMA	Federal Emergency Management Agency
FLIR	Forward-Looking Infrared
FM	Field Manual
FOB	Forward Operating Base
FRAGO	Fragmentary Order
FSC	Forward Support Company
FTX	Field Training Exercise
G-3	Operations and Training
GC	Garrison Commander
GEN	General
GS	General Schedule
HEAT	High-Mobility, Multipurpose Wheeled Vehicle (HMMWV) Egress Assistance Training
HHC	Headquarters and Headquarters Company
HMMWV	High-Mobility, Multipurpose Wheeled Vehicle

HUMINT	Human Intelligence
HVAC	Heating, Ventilating and Air Conditioning
IA	Iraqi Army
IDP	Individual Development Plan
IFR	Individual Feedback Report
IPB	Intelligence Preparation of the Battlefield
IED	Improvised Explosive Device
IFR	Individual Feedback Report
IG	Inspector General
ILE	Intermediate-Level Education
IMINT	Imagery Intelligence
IVAC	Implications, Viewpoints, Assumptions, and Conclusions
LD	Line of Departure
LT	Lieutenant
LTC	Lieutenant Colonel
M240	Machine Gun, 7.6mm
MAJ	Major
MCO	Maintenance Control Officer
MDMP	Military Decision Making Process
MiTT	Military Transition Team
MOS	Military Occupational Specialty
MP	Military Police
MRAP	Mine Resistant Ambush Protected vehicles
MRE	Meal, Ready-to-Eat
MSAF	Multi-Source Assessment and Feedback
MTT	Mobile Training Team
MWR	Morale, Welfare, and Recreation
NCO	Noncommissioned Officer
NCOPD	Noncommissioned Officer Professional Development
NCOER	Noncommissioned Officer Evaluation Report
NCOIC	Noncommissioned Officer in Charge
NGO	Non-Governmental Organization
NTC	National Training Center
OB/GYN	Obstetrician/Gynecologist
OCS	Officer Candidate School
OER	Officer Evaluation Report
OIC	Officer in Charge

OPT	Officer Professional Development
ORB	Office Record Brief
OPFOR	Opposition Force
OPNS	Operations
OPORD	Operations Order
OPTEMPO	Operational Tempo
OR	Operating room
PCI	Pre-Combat Inspection
PCS	Permanent Change of Station
PER	Personnel
PFC	Private First Class
PMCS	Preventative Maintenance Checks and Services
PMI	Pre-Marksmanship Instruction
PRT	Provincial Reconstruction Team
PT	Physical Training
PVT	Private
PX	Post Exchange
Rear D	Rear Detachment
ROE	Rules of Engagement
ROIC	Range Officer in Charge
ROTC	Reserve Officer Training Corps
RPG	Rocket-Propelled Grenade
RRF	Ready Reaction Force
RSO	Range Safety Officer
RUMINT	Rumor control
S1	Administration
S2	Intelligence
S3	Training and Operations
S4	Supply
SAW	Squad Assault Weapon
SDZ	Surface Danger Zone
SFC	Sergeant First Class
SGM	Sergeant Major
SGT	Sergeant
SITREP	Situation Report
SMART	Specific, Measurable, Achievable, Realistic, Time-bound
SOAR	Situation, Observation, Associate and Assess, Reinforce and

	Recommend
SOP	Standard Operating Procedures
SPC	Specialist
SRP	Soldier Readiness Processing
SSG	Staff Sergeant
STAMIS	Standard Army Management Information System
STT	Sergeant's Time Training
TB	Technical Bulletin
TDG	Tactical Decision Game
TTP	Tactics, Techniques, and Procedures
UCMJ	Uniform Code of Military Justice
UPS	United Parcel Service
U.S.	United States
WLC	Warrior Leader Course
WO	Warrant Officer
WTBD	Warrior Task and Battle Drills
XO	Executive Officer

SECTION II – TERMS AND DEFINITIONS

actionless visionary	A leader who makes declarations or articulates a vision but does not take action that aligns with his or her statements.
accommodating approach	An unassertive, yet cooperative, approach to conflict management in which one tries to satisfy the other side's goals.
adaptability	An effective change in behavior in response to an altered situation.
adaptable	Flexible, innovative, and able to deal with ambiguity.
amotivated	Lacking in motivation.
approachability	Leaderships' willingness to hear subordinates' ideas.
Army leader	Anyone who by virtue of assumed role or assigned responsibility inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command to pursue actions, focus thinking, and shape decisions for the greater good of the organization.
assumptions	Beliefs, attitudes, and values about the way things are.
autonomy	Degree to which a job provides an employee with the discretion to determine how the job is to be done.
avoiding approach	An uncooperative and unassertive approach to conflict management characterized by inactivity.
barriers	Obstacles that threaten the success of the objective or mission.
battlefield circulation	In terms of managing work barriers, it is a technique for identifying work barriers by looking around and observing what your subordinates are doing on a daily basis.
buy-in	Commitment to achieving a shared goal.
buffering	Process by which a superior protects subordinates from over-commitment and/or failure when the subordinates lack the capability or capacity required to complete a task.
capability	Having the ability, knowledge, and skills to complete a task.
category-based trust	Perceiving an individual as trustworthy based on their "category," or rank and experience.
chaining	A process whereby a series of discrete behaviors are linked to achieve some reinforcing outcome.
clarifying question	Questions used to obtain or ensure understanding when information is unclear.
climate	The state of morale and level of satisfaction of members of an organization.
closed questions	Questions that elicit specific information or details.
coaching	The guidance of another person's development in new or existing skills during the practice of those skills.

coercive power	Type of position power that comes with having control over punishments and is used by providing a threat or warning of the negative consequences that will result from failure to obey a request.
cohesive groups	When a group works like a unified team which generally allows them to achieve higher performance
co-inquiry	A sustained dialogue regarding a challenge within and across all stakeholders.
collaborative approach	A cooperative and assertive approach to conflict management designed to create a mutually beneficial solution.
command	The authority that a commander in the armed forces lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. It also includes responsibility for health, welfare, morale, and discipline of assigned personnel. (FMI 5-0.1)
commitment	In terms of influence, commitment occurs when the person you are influencing genuinely agrees with your request or decision. As a result, that person makes a great effort to carry out the request or implement the decision effectively.
competence	Refers to the fact that people are energized when they can apply their abilities in positive ways.
competing demands	Occurs when your commander tasks you with additional work or requirements that take you away from your current mission.
competitive approach	An uncooperative and assertive approach to conflict management in which the intent is to achieve one's goal quickly.
complex domain	A domain of decision making characterized by "unknown unknowns" in which answers are difficult to determine.
compliance	In terms of influence, compliance occurs in situations where the other person is willing to do what you ask but is ultimately not invested in the success of the effort. Because the person hasn't accepted the reasons you have given, he or she only puts forth minimal effort.
complicated domain	A domain of decision making characterized by "known unknowns" in which there are multiple right answers.
compromising approach	A somewhat assertive and cooperative approach to conflict management in which each side's give and take.
concession	The act of yielding.
conclusion	Inferences or ideas made based on facts or information received.
condescending	Arrogant; pompous.

conflict	Conflict occurs between individuals or groups where there is a different in viewpoint or ideas; when one party opposes the other's interests or goals; or when there is tension, animosity, or annoyance.
conflict of interest	A situation in which one interest has the potential to influence motivation for acting toward another interest.
continuum of empowerment-focused delegation	The extent to which delegation empowers your subordinates falls along a continuum, as not all responsibilities will empower subordinates. Delegation that <i>does not</i> empower is when delegated responsibilities are too easy, too difficult, irrelevant, or too rigid. Delegation that <i>does</i> empower has all of the following four characteristics: meaningful, flexible, challenging, and important.
convergent questions	Questions that sum up all of the ideas or facts in a discussion and bring it to a close.
counseling	The process used by leaders to review with a subordinate the subordinate's demonstrated performance and potential.
crafting	The synthesis of issues, objects, events, and actions into a whole understanding.
creative climate	A climate that encourages subordinates to share new and creative ideas and approaches.
creativity	The ability to produce novel ideas and concepts that are valued by others and effective in resolving situations.
culture	The set of long-held values, beliefs, expectations, and practices shared by a group that signifies what is important and influences how an organization operates.
deadlocked	To be at a complete standstill due to unwillingness to compromise by both parties.
decision making	The process of creating and screening options for consideration and making a choice among the alternatives.
delegation	The assignment of new responsibilities to subordinates and providing adequate authority and resources to carry them out.
depersonalize	To remove personal identity.
developmental	Pushes individuals to think or act outside of their comfort zone for the purpose of growth.
direct questions	Questions that provide clear meaning, intent, and purpose.
divergent questions	Questions that encourage all parties to consider additional possibilities or ideas without changing the subject of a discussion.
divergent thinking	Thinking that involves generating multiple diverse ideas on how to solve a problem.
diversity	Variety.
dynamic domain	A domain of decision making characterized by "unknowable unknowns" in which the right answers are constantly changing.

empower	To equip your subordinates with the resources, skills and abilities, and authority necessary for them to achieve felt responsibility. Empowered Soldiers and leaders feel ownership of and freedom to act on their responsibilities.
enable	See <i>empower</i> .
enacted role	How an individual behaves and carries out his or her job.
end stage	A time when the individual is having a hard time giving up what is familiar in order to change.
entrenched individual	Someone who has a high capacity for change but low comfort level.
environmental conditions	The state of your surrounding work environment.
expected role	A role that subordinates, superiors, and peers in a unit think an individual is responsible for as well as their beliefs about how it should be carried out. They may have these expectations based on job descriptions, the position title, or direction from leadership.
expert power	Type of personal power that is based upon knowledge and expertise in a specific matter.
extrinsic motivation	Engaging in an activity because it leads to some separate consequence (e.g., an extrinsic reward such as verbal praise, a certificate of appreciation, or some benefit to the individual or group).
feedback	Information that lets a person know whether he is on or off track and thus enables him to modify or correct his actions and behaviors in order to meet individual, unit, and Army goals.
feelings	Emotions and reactions triggered by a situation.
functional role	The role than an individual is officially assigned.
fundamental attribution error	The tendency of individuals to blame personality or intelligence for observed behaviors of others while crediting situational or environmental factors for their own behaviors.
gatekeep	A method of encouraging participating during a group discussion by asking him/her whether he/she has something to contribute.
groupthink	A way of thinking where members of a cohesive group strive so hard for unanimity that it overrides their motivations to realistically evaluate other courses of action.
hypothetical questions	Questions used to test strategies and consider alternatives by proposing additional possibilities.
imaging	Representation, evolution, and communication of ideas through pictures, stories, metaphors, and other techniques.
implication	Claim that follows logically from other claims or truths; implications are inherent in most information.
indirect questions	Questions that lead to innovation or inquiry because they allow for a wide range of responses.

individual development plan (IDP)	A document created by an individual, for that individual, to guide his or her growth as a professional. An IDP can be created by the individual or in collaboration with a supervisor, trusted colleague, mentor, or coach. An IDP is not a part of an individual's performance evaluation. It is a tool for creating clear objectives for the individual's professional development, stating concrete ways to achieve those results, and mapping part of the individual's journey as a lifelong learner.
influence	A deliberate, thoughtful action that is carried out with the intent of changing another's beliefs, attitudes, and/or actions.
influence technique	Method for convincing others to do think or act the way you want them to.
initiative	The power or willingness to start a new task.
internal support	The empowerment and encouragement team members gain when their leader and peers support their development and performance improvement.
interpersonal conflict	Occurs when two or more people experience opposing needs, drives, wishes, or demands.
inter-role conflict	Occurs when an individual has two or more roles that conflict with one another
intra-role conflict	Occurs when an individual receives contradictory messages about what is expected of him or her either from the same person or from two or more different people.
intrinsic motivation	When an individual finds a behavior or activity interesting and spontaneously satisfying, that activity is intrinsically rewarding and the individual is intrinsically motivated to perform the activity.
introspective questioning	The process of asking oneself critical questions.
Johari window	A tool used by individuals to help them gain a grasp of their personal awareness and prioritize their leadership growth needs.
leadership	The process of influencing people by providing purpose, direction, and motivation, while operating to accomplish the mission and improve the organization.
leadership philosophy	A leader's philosophy on how he or she wants to lead and the kind of leader he or she is.
learning environment	An environment that works to be strong today and fully capable in the future. It takes a hard, honest look at itself to improve the unit or organization and its processes, plus it adopts new techniques and procedures to get the job done. Additionally, it is environment that values and supports learning in its leaders and people and emphasizes training and education as an important way for people to improve.
learning individual	An individual who has a high capacity for and comfort with change.
legitimacy	A level of credibility.
liaison	An individual who maintains communication.

lifelong learning	The individual lifelong choice to actively and overtly pursue knowledge, the comprehension of ideas, and the expansion of depth in any area in order to progress beyond a known state of development and competency. (FM 7-0)
mental rut	Factors that limit one's acceptance of new ideas.
mentorship	The voluntary developmental relationship that exists between a person of greater experience and a person of lesser experience that is characterized by mutual trust and respect. (AR 600-100)
micromanager	A leader who becomes highly involved in subordinates' tasks.
mission-focused delegation	The delegation of high-level responsibilities or objectives that align with the overall mission of the unit. Mission-focused delegation means pushing decision making to the lowest levels possible in order to most effectively and efficiently accomplish a mission.
mission statement	A statement of purpose in clear and concrete terms.
morale	The state of the spirits of a person or group as exhibited by confidence, cheerfulness, discipline, and willingness to perform assigned tasks.
motivation	What energizes and directs a person to action.
negotiation	A problem-solving process in which two or more people voluntarily discuss their differences and attempt to reach a joint decision.
neutral stage	A time during a transition of uncertainty, confusion, and questioning.
new start stage	The stage of change when an individual accepts change and begins to make a new start.
objective	Purpose or goal for doing something.
open questions	Questions that allow for a broad range of responses and are generally viewed as positive.
optimum outcome	The best possible result.
overwhelmed individual	An individual who has little comfort or capacity for change.
perceived role	An individual's understanding of his or her role as well as how he or she has been taught to carry it out.
perceptions	What a person sees, hears, or becomes aware of.
performance problem	Any situation, matter, or person that inhibits a task from being completed.
personalize	To develop new perspectives and insights by framing them within the context of personal life experiences.
personal power	Category of power that is independent of legitimate authority and can be changed or improved if appropriate steps are taken.
person-based trust	Perceiving an individual as trustworthy based on their personal attributes and credibility.

person-role conflict	Occurs when work expectations or obligations are incompatible with an individual's personal values.
piggybacking	Adding a new behavior onto an old habit to make it easier to learn.
position power	Category of power over subordinates that can exist with legitimate or perceived authority and is used when making job-related requests.
Positive Bargaining Zone	In negotiation, the area of overlap in which each party has reached their reservation point, therefore allowing a deal to be made.
preventable risk	Risks that can be reduced or eliminated using available resources and technology without disrupting the mission.
promulgate	To make known.
provocative questions	Questions that target and draw attention to critical issues, which are used to probe for information the respondent may be unwilling to divulge, or stimulate creative thinking.
rapport	The level of harmony, agreement, or understanding among individuals.
reconcile	To resolve.
referent power	A type of personal power based upon one's regard for another.
reflective journaling	Act of journaling situations and events to reflect upon and foster professional growth and problem analysis.
reinforcing mechanisms	Levers within the organization or culture that will support the achievement of the desired end result.
relatedness	Refers to the innate need that people have to connect with others.
reservation point	The pre-determined lowest each party is willing to go in a negotiation.
resistance	Opposition; conflict.
resources	Time, personnel, money, equipment.
reverse psychology	A situation where advocacy toward a certain action intentionally influences the opposite action.
rewards	Any consequence that increases the likelihood that a particular behavior will be repeated. Rewards are usually intended as incentives to influence the behavior of others so that they'll perform in ways that are desirable and beneficial to the organization.
reward power	Type of position power that comes from control over rewards and is used when promising to deliver a reward in exchange for completion of a requested task.
risk assessment	Analysis completed to determine if the risks of a decision outweigh its benefits.
role	The functions and activities assigned to, required of or expected of a person or group.

role ambiguity	Occurs when an individual is unclear or uncertain about job duties, performance expectations, and/or level of authority.
role conflict	Role conflict results from receiving competing demands or contradictory messages about one's expected role behavior. It occurs when there is a difference between what an individual perceives his or her responsibilities to be and how he or she is able to actually enact them. It includes three sub-types: inter-role conflict, intra-role conflict, and person-role conflict.
role overlap	Multiple people feel they are responsible for a task, thereby duplicating one another's efforts.
role overload	Occurs when an individual either assumes or is assigned so many different roles that he or she can't fulfill all of the associated responsibilities. It may also result from having too much to do within a single role.
role-related stressors	Experienced when individuals roles and responsibilities are not clear. Role-related stressors can lead to the following adverse effects: emotional exhaustion, reduced personal accomplishment, reduced organizational commitment, depersonalization, increased propensity to quit, reduced job satisfaction, increased tension, and degraded job performance.
scope	The range in degree of severity.
self-absorbed leader	A leader who puts his or her interests above all others.
self-awareness	Being aware of oneself, including one's traits, feelings, and behaviors.
self-confidence	Realistic confidence in one's own judgment, ability, power, etc.
self-correction	The leader and team members identify, admit, and learn from individual and group mistakes and use this information to adjust their course of action.
self-development	A planned, continuous, life-long process individual leaders use to enhance their competencies and potential for progressively more complex and higher-level assignments. (DA Pam 350-58)
self-identity	A person's ideas about the way he should be or the roles he should play in certain situations.
sensegiving	A methodical process of helping others to see and share the same framework of understanding.
sensemaking	A methodical process of giving meaning to experiences or concepts through the use of sensory and experiential frameworks of understanding.
serious play	The generation of knowledge through free exploration, improvisation, and experimentation.
shadow	To observe or follow the lead of an individual to learn from their expertise in a certain subject.

shared understanding	All parties have the same interpretation of events, interpret the communication engagement in a common manner, and are striving toward the same goal or goals.
simple domain	The simple domain is a domain of decision making characterized by “known knowns” in which all parties share an understanding of the solution.
“sink or swim”	The act of succeeding or failing at a task with no outside support.
situational role	An individual’s role within an operational situation. It may encompass the “other duties as assigned” part of the individual’s functional role or may occur “in the moment” as situations arise.
social identity	An individual’s social identity is composed of the variety of unique groups to which they belong. Social identities can be both self-defined and less self-defined.
subordinate	Any position that is subject to higher authority.
success indicators	Signs of progress toward a desired result, which can be used as metrics to measure progress.
target of influence	The person, or group of people, that you are attempting to influence.
target point	The pre-determined goal each party is striving to reach in a negotiation.
trust	The act of placing one’s confidence in someone.
trustee	The person receiving trust.
trustor	The person giving trust.
unreasonable mistake	Varies based on the situations’ context but may include repeated mistakes, an individual being unaware of an obvious mistake, or when an individual does not care that a mistake is made.
viewpoint	The frame of reference, or perspective, of the individual giving information.
vision	The mental image of an end-state and the path to that end-state.
vision statement	A statement of intentions for the future in clear and concrete terms.
well-being	The personal, physical, material, mental, and spiritual state of Soldiers, civilians, and their families that contributes to their preparedness to perform the Army’s missions.
work barriers	Obstacles that threaten the success of the objective or mission.
zero-sum game	A situation in which the balance of wins and losses is equal for both parties.