

Moving Mountains

**Lessons in Leadership
and Logistics
from the Gulf War**

**Lt. General
William G. Pagonis**
with
Jeffrey L. Cruikshank

HARVARD BUSINESS SCHOOL PRESS

Moving Mountains Lessons In Leadership Logistics From The Gulf War

Gregory Fontenot



Moving Mountains Lessons In Leadership Logistics From The Gulf War:

Moving Mountains William G. Pagonis, Jeffrey L. Cruikshank, 1994 Business Week described the Gulf War as the largest military logistics operation in history entailing an unprecedented deployment of troops and supplies halfway around the world Here is a firsthand account of the supply effort that led to the dramatic Allied victory in the Gulf written by the general who spearheaded the remarkable undertaking

Moving Mountains William G. Pagonis, 1992-08-01 Business Week described the Gulf War as the largest military logistics operation in history It entailed an unprecedented deployment of troops supplies halfway around the world a management job that Norman Schwarzkopf hailed as an absolute gigantic accomplishment From Desert Shield to Desert Storm to Desert Farewell the numbers were staggering 122 million meals served 1 3 billion gallons of fuel pumped 12 575 aircraft processed Here is a firsthand account of the supply effort that led to the dramatic Allied victory in the Gulf written by the general who spearheaded the remarkable undertaking In clear compelling language General Pagonis recounts the Gulf War from the first fateful telephone call to the mobilization of 550 000 troops the shipment of 7 000 000 tons of supplies to the enormously complex challenge of bringing home a half million soldiers their equipment Numerous leadership logistics lessons can be gleaned from his experience Pagonis describes his battlefield innovations such as the log cell Ghostbuster squad as well as his inspirational leadership style His highly effective management techniques apply to information flow time management motivation customer service organizational design Using historical examples from Alexander the Great to Rommel to the Israeli Army current business practice he makes a strong case for better leadership better logistics both on the military in the private sector

Moving Mountains Harvard Business Review Staff, 1994-05-01 Senior managers of word class companies now recognize that logistics is an important source of competitive advantage In the Gulf War leadership logistics came together extraordinary goals were achieved Now from the man who planned carried it out comes the inside story offering lessons for organizations facing major operational challenges

Army RD & A., 1993

Parameters, 1995

America's Inadvertent Empire William E. Odom, Robert Dujarric, 2008-10-01 div The United States finds itself at the center of a historically unparalleled empire one that is wealth generating and voluntary rather than imperialistic say the authors of this compelling book William E Odom and Robert Dujarric examine America s unprecedented power within the international arenas of politics economics demographics education science and culture They argue persuasively that the major threat to this unique empire is ineffective U S leadership not a rising rival power center America cannot simply behave as an ordinary sovereign state Odom and Dujarric contend They describe the responsibilities that accompany staggering power advantages and explain that resorting to unilateralism makes sense only when it becomes necessary to overcome paralysis in multilateral organizations The authors also offer insights into the importance of liberal international institutions as a source of power why international cooperation pays and why spreading democracy often inhibits the spread of constitutional order If the United States uses its own power

constructively the authors conclude the American empire will flourish for a long time DIV **Joint Force Quarterly** ,1993
 Joint Force Quarterly is published for the Chairman Joint Chiefs of Staff by the Institute for National Strategic Studies
 National Defense University to promote understanding of the integrated employment of land sea air space and special
 operations forces The journal focuses on joint doctrine coalition warfare contingency planning combat operations conducted
 by the unified commands and joint force development *Air University Library Index to Military Periodicals* ,1996 **Sun
 Tzu and the Art of Business** Mark McNeilly,2012-01-26 More than two millennia ago the famous Chinese general Sun Tzu
 wrote the classic work on military strategy The Art of War Now in a new edition of Sun Tzu and the Art of Business Mark
 McNeilly shows how Sun Tzu s strategic principles can be applied to twenty first century business Here are two books in one
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 competition and the need for character in leaders Lastly McNeilly presents a practical method to put Sun Tzu s principles
 into practice By using modern examples throughout the book from Google Zappos Amazon Dyson Aflac Singapore Airlines
 Best Buy the NFL Tata Motors Starbucks and many others he illustrates how by following the wisdom of history s most
 respected strategist executives can avoid the pitfalls of management fads and achieve lasting competitive advantage

Operational Logistics Moshe Kress,2015-10-30 This book explores the theoretical foundations and applications of
 military operational logistics OpLog OpLog theory has two facets qualitative and quantitative The qualitative facet is
 imbedded in the theory of operational level of war or operational art It includes principles imperatives and tenets which are
 stated and analyzed in the first few chapters The quantitative facet relates to the scientific aspects of OpLog It is manifested
 by formal network models representing structural and operational features of an OpLog system The book examines the two
 facets and integrates them into a unified presentation Important OpLog applications are re described and discussed Chapter 1
 presents a general introduction to military logistics Chapter 2 discusses the px font family monospace general structure and
 characteristics of logistics and describes its three levels strategic operational and tactical Chapter 3 describes the foundation
 of OpLog Chapter 4 deals with OpLog planning Chapter 5 addresses the issue of logistic information and Chapter 6 deals
 with forecasting logistic demands Chapters 7 and 8 are new additions to this second edition They address logistics aspects of
 two contemporary operational topics insurgencies and humanitarian assistance Chapter 9 describes the first version of the
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 Chapter 12 presents an inter temporal network optimization model designed to determine deployment and employment of

3333px font family monospace the OpLog support chain during military operations **Air Force Journal of Logistics** ,2005
Quartermaster Professional Bulletin ,1993 **The First Infantry Division and the U.S. Army Transformed**

Gregory Fontenot,2017-06-30 This fast paced and compelling read closes a significant gap in the historiography of the late Cold War U S Army and is crucial for understanding the current situation in the Middle East From the author s introduction My purpose is a narrative history of the 1st Infantry Division from 1970 through the Operation Desert Storm celebration held 4th of July 1991 This story is an account of the revolutionary changes in the late Cold War The Army that overran Saddam Hussein s Legions in four days was the product of important changes stimulated both by social changes and institutional reform The 1st Infantry Division reflected benefits of those changes despite its low priority for troops and material The Division was not an elite formation but rather excelled in the context of the Army as an institution This book begins with a preface by Gordon R Sullivan General USA Retired In twelve chapters author Gregory Fontenot explains the history of the 1st infantry Division from 1970 to 1991 In doing so his fast paced narrative includes elements to expand the knowledge of non military readers These elements include a glossary a key to abbreviations maps nearly two dozen photographs and thorough bibliography The First infantry Division and the U S Army Transformed Road to Victory in Desert Storm is published with support from the First Division Museum at Cantigny **Managing Logistics and Transportation in the Public Sector**

Darin L. Matthews,Linda L. Stanley,2022-07-28 Managing Logistics and Transportation in the Public Sector Second Edition thoroughly examines the world of transportation as it relates to public procurement stressing the importance of not only procuring the right goods materials and services but also ensuring their proper delivery to their final destination Designed to educate the public procurement professional on ways to realize enhanced cost savings it offers an introduction to the history of transportation as well as industry terminology and accepted practices Authors Darin Matthews and Linda Stanley explore recent transportation industry evolutions including the development of important technologies like package tracing delivery notification and drone delivery and ways to successfully integrate this technology Sustainability in transportation including product packaging material reuse and reduced emissions for delivery vehicles is likewise examined Through the use of case studies and transportation industry resources Managing Logistics and Transportation in the Public Sector Second Edition offers a complete package for professionals looking to enhance their knowledge of logistics and transportation as well as for university courses on transportation supply chain management and public procurement **The Sustainment Battle Staff**

& Military Decision Making Process (MDMP) Guide Dr Col (Ret) John M Menter,John M. Menter,2009 Since 2004 the US Army has started a revolution of reorganization and doctrine development throughout its Combat Combat Support and especially Combat Service Support logistics organizations known as Transformation In the logistics or Sustainment arena the Army s concept towards supporting other units has changed from the old out stockpile the enemy concept towards a system used by modern civilian distributors Just In Time sustainment leaving planning and synchronizing throughput of commodities

and support to the customer with little margin of error To successfully accomplish this Sustainment planners must thoroughly understand the Military Decision Making Process or MDMP for short Conducting a Sustainment oriented MDMP is essential in integrating the Sustainment War Fighting Functional Area into the unit s plan and for ensuring a synchronized and supportable course of action Successful integration is a result of having the right personnel available tools correct MDMP methodology and synchronized timeline throughout the process If this guide can assist logistics planners in accomplishing this process then it has accomplished its intent and mission

Defence Policy of Nigeria: Capability and Context Charles Quarker Dokubo,Celestine Oyom Bassey,2011-01-20 This Reader provides a structurally coherent explanation and review of the magnified role conception and organizational task expansion for the Nigerian military establishment in foreign policy It argues essentially that one of the most problematic and intractable areas of public policy in Nigeria since the Civil War concerns the development of a professional defence establishment adequate to meet the challenges arising from the altered parameters of iour security environment The correction of this condition is the primary motivation of the Armed Forces modernization and augmentation program that touches upon all elements of Nigeria s military power This Reader is at once a review and a critique of the major facets of this modernization and augmentation process of the Nigerian armed forces within the operative context of the changing dimension of threat perception and the strategic parameters that have guided Nigerian military planning since the Civil War in 1970

Understanding the Complexity of Emergency Supply Chains Matt Shatzkin,2017-04-28 While conventional commercial supply chains may be complicated emergency supply chains are inherently complex In responding to an emergency they lack a developed forecast primarily use manual requisitioning systems and do not possess sophisticated means to sense and respond to the rapidly emerging and changing demand Multiple stakeholders come together many for the first time to execute on the fly Their success is mostly defined by effectiveness in either preserving combat capability or providing relief the primary focus becomes getting the job accomplished at all costs As a result supply chain efficiency is an afterthought and optimization is difficult if not undesired This book completes the education of both practitioners and academics across multiple domains and disciplines It contributes to military and nongovernmental operators logisticians and organizations understanding of emergency supply chain strengths and vulnerabilities Similarly emergency management professionals will gain a sense of how these supply chains accomplish limit or constrain the emergency management process Undergraduates and other supply chain professionals seeking a deeper understanding of supply chains will also benefit as the book explores circumstances that run contrary to supply chain theory and thus reinforces a solid grasp on supply chain fundamentals

Wars of Modern Babylon Pesach Malovany,2017-07-21 As long as there have been wars victors have written the prevailing histories of the world s conflicts An army that loses and especially one that is destroyed or disbanded is often forgotten Nevertheless the experiences of defeated forces can provide important insights lessons and perspectives not always apparent to the winning

side In Wars of Modern Babylon Pesach Malovany provides a comprehensive and detailed history of the Iraqi military from its formation in 1921 to its collapse in 2003 Malovany analyzes Iraqi participation in the 1948 1967 and 1973 Arab wars against Israel as well as Iraq's wars with the Kurds during the twentieth century His primary focus however is the era of Saddam Hussein 1979 2003 who implemented rapid and significant military growth and fought three major wars against Iran from 1980 to 1988 and against coalition forces led by the United States in 1991 and 2003 He examines the Iraqi military at the strategic operative and tactical levels explains its forces and branches and investigates its use of both conventional and unconventional weapons The first study to offer a portrait of an Arab army from its own point of view Wars of Modern Babylon features interviews with and personal accounts from officers at various levels as well as press accounts covering the politics and conflicts of the period Malovany also analyzes books written by key figures in the Iraqi government and the army high command His definitive chronicle offers English speakers new and overlooked perspectives on critical developments in twentieth century history The book won the Israel Yitzhak Sade Award for Military Literature in 2010

Managing Risk and Performance Thomas Stanton, Douglas W. Webster, 2014-02-10 Discover analytical tools and practices to help improve the quality of risk management in government organizations Federal agencies increasingly recognize the importance of active risk management to help ensure that they can carry out their missions High impact events once thought to occur only rarely now occur with surprising frequency Managing Risk in Government Agencies and Programs provides insight into the increasingly critical role of effective risk management while offering analytical tools and promising practices that can help improve the quality of risk management in government organizations Includes chapters that contribute to the knowledge of government executives and managers who want to establish or implement risk management and especially Enterprise Risk Management ERM in their agencies Features chapters written by federal risk managers public administration practitioners and scholars Showing government officials how to improve their organization's risk management capabilities Managing Risk in Government Agencies and Programs meets a growing demand from federal departments and agencies that find themselves increasingly embarrassed by risky events that raise questions about their ability to carry out their missions

Managerial Communication Geraldine E. Hynes, Jennifer R. Veltsos, 2018-01-20 A Practical Strategic Approach to Managerial Communication Managerial Communication Strategies and Applications focuses on communication skills and strategies that managers need to be successful in today's workplace Known for its holistic overview of communication solid research base and focus on managerial competencies this text continues to be the market leader in the field In the Seventh Edition author Geraldine E Hynes and new co author Jennifer R Veltsos preserve the book's strategic perspective and include new updates to reflect the modern workplace The new edition adds a chapter on visual communication that explains how to design documents memorable presentations and impactful graphics New coverage of virtual teams virtual presentations and online communication help students avoid common pitfalls when using technology This is probably the best book on Managerial

Communication in the market Astrid Sheil California State University San Bernardino

Unveiling the Energy of Verbal Beauty: An Mental Sojourn through **Moving Mountains Lessons In Leadership Logistics From The Gulf War**

In a world inundated with monitors and the cacophony of instant conversation, the profound energy and emotional resonance of verbal artistry usually diminish in to obscurity, eclipsed by the regular onslaught of sound and distractions. However, nestled within the musical pages of **Moving Mountains Lessons In Leadership Logistics From The Gulf War**, a interesting function of fictional beauty that impulses with natural emotions, lies an wonderful journey waiting to be embarked upon. Published with a virtuoso wordsmith, this enchanting opus guides visitors on a mental odyssey, delicately exposing the latent possible and profound influence embedded within the intricate web of language. Within the heart-wrenching expanse of the evocative analysis, we can embark upon an introspective exploration of the book is key subjects, dissect its charming publishing style, and immerse ourselves in the indelible impression it leaves upon the depths of readers souls.

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