Scratchings

Scribblings for, and from, members

of The Pen & Sword Club

March 2013

Still seeking volunteers

Membership of the Pen & Sword club has now passed the 250 mark and the steady influx of new members has brought fresh ideas, new thinking and an increasing administrative burden. The club will take on a different regional look this year as we seek to bring members closer together in more manageable districts where travel distances for club events are much reduced. The club particularly seeks volunteers to take on Regional roles in the West and East Midlands.

We look forward to greater things as the year progresses and at the same time the central team would like more volunteers to and help make the Pen & Sword more efficient.

Early in the New Year Club National Chairman Mike Peters met the Ministry of Defence's Head of Media & Communications (designate), Stephen Jolly and discussed the ways in which the club might assist the media operations effort. Stephen is a strategic thinker and brings extensive corporate communications expertise. We wish him well in the task ahead.

New Vice Presidents

The Club has two new Vice President with the appointments of Brigadier Nick Orr, the current Head of Army Media & Communications and Air Commodore Harry Atkinson, the Director PR/Media & Communications for the Royal Air Force.

Brigadier Nick, right, was previously DACOS J9 Media at PJHQ, Northwood. Responsible for all Army media and communications he works to the Assistant Chief of the General Staff from both Main Building in London and the Andover headquarters.

At Northwood he was responsible for all joint operational media ops with a particular focus on Op Herrick in Afghanistan. His tenure also spanned the Op Ellamy commitment in Libya and the wider rise in tension in the Middle East and North Africa.

A former commanding officer of the King's Royal Hussars, a Challenger 2 regiment, he served two operational tours in Iraq during Op Telic 7 and 10 and a complete training season in BATUS, Canada.

His other operational experience has been in Afghanistan, Northern Ireland, Iraq/Kuwait and Berlin. He completed an exchange appointment to New Brunswick, Canada at the Tactics School and to Zimbabwe where he trained Mozambique army troops.

Air Commodore 'Harry' Atkinson, right, has been in post since December 2011after nearly four years as ADC to The Queen and Air Officer for Scotland. He also commanded RAF Leuchars, which is home to Typhoon and Tornado fighter squadrons.

As Head of the RAF in Scotland with responsibilities for some 5000 personnel and 2700 cadets he also acted as Director of Public Relations for Scotland.

Previously he has been Director Air Operations at ISAF – the second most senior UK officer in the NATO Headquarters for Afghanistan. Between 2005-2007 he was Deputy Director Strategic Planning at the MoD and previously he commanded 25 (Fighter) Squadron RAF in Yorkshire.

Among our new members in the last month are:

Simon McDowall was Director General Media & Communications at the MoD 2006-2007 and NATO Chief of Public Information NW Europe, 1995-1999. Simon is now Director of Em (ic) Communications.

Lucian J Hudson is currently Director of Communications at The Open University. After 17 years as a journalist and senior television executive Lucian served as Director of Communications in three Whitehall departments including the Foreign Office.

Captain Nigel Amphlett, RN, was Head of Royal Navy Media & Communications at Navy Command 2010-2011 followed by a posting to HQ ISAF as the Chief of Strategic Communications Plans. Nigel has also served as Commanding Officer of the RN Lynx Helicopter Force at RNAS Yeovilton and earlier was Chief of Staff for the Aviation and Carrier Strike Division.

Commander Robin Middel, the Head of Communications at the Royal Netherlands Navy has become an Honorary Member in recognition of his long career in the Dutch Navy's communications department.

Eleanor Treharne-Jones is currently Managing Director at The Conversation Company in London and was previously Regional Press Officer (East) at the MoD following communications work in the Departments of Health and DEFRA.

Lt Col Guy Horridge, is currently Executive Director at CVQO and a former Director of the ACFA where he was involved in media and communications with the Cadet Team

New members are listed on the club website on a regular basis. Where possible the club also announces new members on the professional website, LinkedIn and encourages all members to join the LinkedIn Pen & Sword Group.

Dan Snow Joins MOG (V) as Honorary Colonel

TV historian and presenter Dan Snow has been appointed Honorary Colonel of Media Operations Group (V.) He replaces Nick Pollard Chief Executive of SSVC and BFBS.

Dan's media career has taken him all over the world and his knowledge of military strategy and tactics from an historical perspective will provide the spark for many interesting training events with the Group, says Commanding Officer Lieutenant Colonel Rosie Stone.

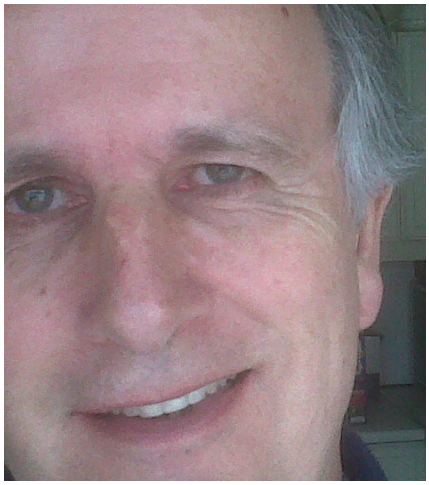
Dan who has told the Group he is looking forward to his tenure has been busy with the Royal Air Force in the last few weeks and is pictured left as he formally unveiled commemorative tail art on an RAF Tornado GR4 of 617 Squadron, The Dambusters.

The Pen & Sword welcomes Dan to the role and hopes he will join in our club functions in the next few months.

Said National Chairman Mike Peters: " Many of us dealt with Dan's father, Peter, during his days as a defence correspondent and have strong memories of his inquisitive style. Dan will be dined in at the MOG (V) dinner at Andover in May."

Times Defence & Intelligence specialist is new honorary member

Michael Evans, a defence and intelligence specialist at The Times has joined the club as an honorary member. Michael has been part of the defence scene for many years and has worked alongside members of the Pen & Sword around the world. He was part of the London national press team during the Falklands war in 1982.



He joined The Times in 1986 as Whitehall correspondent and became the Defence Correspondent the following year. In 1998 Michael became Defence Editor and covered wars in the Balkans, Iraq, Sierra Leone, the former Yugoslav Republic of Macedonia and Afghanistan.

In 2010 Michael was appointed Pentagon Correspondent in Washington DC and returned to the UK in early March.

New Role for Graham

After five years as the club's Regional Chairman for the South West and The Westcountry, Lieutenant Colonel Graham Barnett, right, is moving on to take the new role of Executive Vice President. Graham, who served, as Commanding Officer of the TA Pool of Public Information Officers through its transition to the Media Operations Group (V) was the club's founding chairman.

He set up an organisation that kept retired members of the former TA Pool of Information Officers and Media Operations Group (V) involved by a programme of social events and by capturing professional techniques and incorporating members into unit training where their expertise was passed on to newcomers.

National Chairman Mike Peters said: " Graham and I have worked together in Army media operations and the Pen & Sword Club for some 40 years. First in the highly successful British Army of the Rhine headquarters media team at Rheindahlen and then within the Territorial Army and the club.

"When I took the chair some five years ago he readily accepted a role in expanding the club to the tri-service and regionalised movement it is today. I am pleased to say that his experience and management abilities will not be lost to us as he is taking a liaison role within the group of club vice-presidents which will allow him time to pursue his other interests."

Regional Changes

To improve the club's efficiency and reduce travelling times for members the South West and Westcountry county region is to split. Cornwall, Devon, Dorset and Wiltshire will now be led by Lieutenant Colonel David Falcke, right, who has ably assisted Graham Barnett for the last few years. Lieutenant Commander Heather Lane, of RNR Media Operations Specialisation, will lead the county of Hampshire, which has a strong RN and RNR membership.

David is a busy man. Along with his role of caseworker for SSAFA he is the armed forces correspondent for the Salisbury Journal and still finds time to help elsewhere. Last year David volunteered to assist at the Olympics sailing venue at Weymouth and still found time to report on the successful light touch and smiling approach to security on site.

A former Regular infantryman David served for nearly 12 years with MOG (V) and then six years as a public relations officer with the Army Cadet Force. In a civilian role with the Government Information Service David was Chief Advisor at HQ Land for nearly eight years.

Heather Lane, left, also spent time at the 2012 Olympics at Weymouth. Based aboard HMS Bulwark while the ship provided security for the venue Heather helped the sailing world's media get their stories.

Heather has deployed on operations with Combined Maritime Operations in Bahrain and was part of the Public Affairs Team in Iraq in 2006.

Last year Heather worked offshore Spain dealing with media attending the complex NATO submarine exercise Bold Monarch

Poacher-turned-gamekeeper, spy, colonel meeja'…the nicknames were endless

Lorna Ward swaps Sky TV studio to become Media Advisor to Deputy Commandant, ISAF

It may not have been the most conventional role for a journalist but the contradictions between my recent operational post and my day job are what made it challenging, rewarding, fascinating and occasionally infuriating all on a daily basis, writes Lieutenant Colonel Lorna Ward, Media Operations Group (V.) It was poacher turned gamekeeper, spy, colonel meeja…the nicknames were endless.

I was mobilised from my job as Deputy Foreign News editor at Sky News and deployed to Kabul for five months to create the role of Media Advisor to the ISAF Deputy Commander (and commander of British forces in Afghanistan), Lt Gen Adrian Bradshaw then Lt Gen Nick Carter.

Privy at the highest level to the most sensitive information and thinking, input to some of the most important decisions on the campaign and a close working relationship with the most influential military figures in the British Army today. The kind of access and headline-rich environment a journalist could only dream of. But a privilege and situation which with my military hat on meant careful management of those potential stories, anticipating how my People always think the hardest part of sitting in the no-man's land between the media and the military must be to adhere to the Official Secrets Act and resist the temptation to 'make' my hack's career on a scandal or sensitive information that I've acquired during military service.

The reality is that's relatively easy – a decision when I first joined the TA that the line would never be crossed and classified information and behaviour shared on trust stayed just that. And, contrary to popular belief, integrity is a quality valued in journalists and service personnel alike.

What is far harder is reconciling what are two very different, independent, antiquated and stubborn professions and institutions and attempting to get them to work in a more collaborative and less combative way; a task which is all the more difficult when under operational pressure and tempo.

The military is all about discipline, protocols and the chain of command. There are drills for everything. God help you if you put a comma or tab in the wrong place in a Fragmentary

Order, Warning Order, Operational Order or any other kind of 'service writing'. Every type of briefing has a format and PowerPoint is a must, with a gold star if you can include flow charts.

Officer cadets spend half their first term at Sandhurst marching back and forth across a drill square at 140 paces a minute in painstakingly bulled boots. But it is exactly that regimented way of life that makes the British Army one of the best in the world.

Journalism on the other hand is about thinking laterally, finding the point of view others have not considered. It means questioning authority, exposing imperfections and mistakes, and where the military is concerned, making sure nothing uttered by senior commanders is taken at face value or left unchallenged. Your writing and style is your signature. And the idea that any briefing or report should require anything other than your magnetic storytelling or charisma – let alone follow a dictated structure - is abhorrent.

Mention PowerPoint to a journalist and you'll have them running for the hills. So when the two come together it can be fairly interesting. The sceptical glances I got initially as a journalist 'in advisor's clothing' disappeared early on. I would like to think that it was because people realised I was a professional and started to believe that it is possible to be a journalist and still have a modicum of integrity. I think it's more likely though that they thought that if I was put there somebody somewhere must have trusted me and at the end of the day I might actually be useful if I could shed some light on this 'meeja' lark.

One of my closest allies was a colleague working on the very opposite end of the information spectrum.

That caused a few eyebrows to be raised until people understood that in order to be prepared for the worst possible leaks and stories in the press, and mitigate against the damage they might cause, I had to be conversant with everything that was going on in the campaign, including and most especially the most sensitive reports, intelligence and decisions – material most likely to cause the most controversy and therefore the most damaging headline if it ever hit the press.

There was a steady stream of stories and incidents to respond to as well as media engagements and embeds to plan and manage for the General. They were busy months of Insider Attacks, Prince Harry on the front line (left), the Camp Bastion attack, and troop drawdown announcements, not to mention the ISAF commander coming under investigation. But for me what took the job beyond its media advisor tag and what made it all the more fascinating was that it was all about diplomacy, building and nurturing key relationships and enabling the passage of information to the right people at the right time.

Those relationships outside the military machine – with both the Afghan and international press – were key but ironically more straightforward than those within it. It was a time-consuming and painstaking process of making sure the various headquarters across Afghanistan were talking to each other and to the Pentagon and to Whitehall, and to the various military institutions in the UK.

And that they were all following the same 'narrative', and saying the same thing or would in the event of x, y or z. And if they weren't, then finding a compromise they could all agree upon. And that meant tiptoeing through the different personalities, different agendas as well as coalition and national politics on the one hand, and making sure the UK position was represented in the ISAF decision-making process on the other.

A minefield to negotiate, an exhausting pace and level of pressure and constant demands and questions from three time zones to keep up with. There were occasions where I breathed a quiet sigh of relief when what I had predicted happened on cue; when advice I had pushed hard was borne out; when risks I had taken to achieve an aim under time pressure paid off.

I hadn't expected it to be easy; after all I'd agreed to deploy at 24-hours' notice, to a job that didn't exist, in the media management of the UK's most unpopular military campaign in the last century.

But to be privy to decision-making at that level, working with military minds at the top of their game, and battling to bring media and communication considerations to the forefront of military campaign planning was exciting, challenging and rewarding. I enjoyed it so much I would have stayed on well beyond the end of my tour.

I was given the freedom of manoeuvre to have real impact and use my specialist knowledge and experience to best effect. I handed over a job which is now firmly on the map and made it one which I think justifies the continued investment in specialists and their deployment to the right jobs, where they can contribute unique skills which the military lacks and add real value.

What it's like Facing Cranwell…Again?

Cardiac Hill, pine poles and mind games. Why would anyone want to go through Cranwell again? That's a question everyone asked as I embarked on RAF Reserve Initial Officer Training (ROIT), 21 years after graduating Cranwell for the first time. It was a good question, and I even asked it myself one freezing night as I dragged myself out from under my bivvie at 4am to go on stag.

The answer – light blue blood running through my veins! Although I had left the RAF in 1996 *it* had never left me. A previous round of Government cut backs, 'Options For Change', meant I couldn't extend my short service commission so I guess I just had unfinished business, writes former Squadron Leader RAF Peter Lisney a business development specialist living in Telford, Shropshire

First time around I was an officer in the Administration Secretarial Branch but following a career in marketing and communication – persuading people to think nice thoughts about my clients' products and services – Media Operations with 7644 Squadron was the new natural choice for me. It was the ideal platform to use my skills and experience in an environment I still loved.

At first I resented having to go back to Cranwell to prove myself again. Half of me felt I didn't need to and the other half didn't want to fail where I had previously passed. When I got over myself I loved (almost) every minute. After completing a two-week basic recruit-training course of mud, gas and bullets at RAF Halton I was ready for the ROIT leadership-training phase.

Flight Lieutenant Mike Whitwham, Officer Commanding ROIT, has transformed the Reserves Officer Training Package since his appointment in June 2010. He explained how integrating Reservists with Regular officer cadets has worked;

My main remit has been to raise the credibility of the Reserves in the eyes of the staff and Regular cadets at OACTU (Officer and Aircrew Training Unit) so that they can contribute fully within their respective squadrons. As a full time Reservist myself, I take every opportunity to further the Reserves' cause and make sure ROIT cadets have significant exposure to Regular cadets during their syllabus.

Field exercises are conducted together and very few allowances are made to the ROIT cadets; they are expected to achieve the same standard as their Regular counterparts in all training objectives.

ROIT cadets who reach the required standard now graduate with main IOT and SERE cadets rather than separately as previously happened. 'Future Reserves 20/20' has done much to raise the profile of the Reserves and OACTU staff is far more familiar with the specific make-up of the RAF Reserves.

Going though Cranwell on the 24 day ROIT course is like drinking undiluted Ribena – very concentrated. However, having been through Cranwell before I had a distinct advantage. The mission briefing method, SMEAC (situation, mission, execution, ask questions, check understanding), still played a central role and I understood the culture and knew how to act. However, you can't blag fitness and expectations were high.

The course was split into four weekends, a two-week residential phase and an optional extra three days of drill if we wanted to join the graduation parade. Much of the time we worked alongside the medics on the SERE course (Specialist Entrant and Re-entrant) but we also joined the main course for one major exercise.

This was a great opportunity for the ROIT cadets, with years of civilian experience, to show what a credible contribution the Reserves make to today's RAF.

In the classroom we received instruction on topics including leadership, air power and service writing. In the field we put theory into practice with the usual injects of wet, cold, hunger and pain. There are typically two intakes per year to ROIT and although my course had just seven cadets, numbers will be rising significantly in the near future as the requirement for Reserve officers increases.

As the band played Auld Lang Syne at the finale of the graduation parade, I slow marched up the steps of College Hall in time to the beating drum and felt I truly had earned The Queen's Commission for a second time in my life.

WHAT'S THE POINT!

Patrick's hobby is at the sharp end

The Pen and Sword intelligence system is pretty good. Someone has told the editor that I am a militaria collector so I have been pinged to write a short article! However, rather than 'Sword', I collect the British Bayonet, writes Colonel Patrick Crowley.

Those of you familiar with the film 'Cromwell' or are members of the Sealed Knot will be well aware of the 17th century soldier who was generally armed with either a long pike or a slow-firing musket. The musketeers desperately needed a weapon to defend themselves, so a knife was developed that could be rammed down the front of the barrel quickly.

This was known as a 'plug' bayonet – the term bayonet is said to come from either the French city of Bayonne, known for the manufacture of daggers and swords in the 1500s, or from French bowman, the Baionniers, who carried short swords. The bayonet can be defined as *a blade for stabbing that can be attached to the muzzle of a firearm*. I should have a plug bayonet in my collection, but I do not. They can sell for over £1000 – If there are any benefactors out there, then please be generous!

Obviously it was not very practical to disable your musket by stuffing a knife down the end of it, so it was not long before the socket bayonet was invented. This involved the blade being offset by a metal loop that clipped onto the barrel allowing the weapon to still fire.

This is exactly the method by which the latest SA80 bayonet fits to the current rifle, so not much has changed. However, the length and shape of the bayonet has changed a great deal over the years. For most of the musket's history, bayonets were 17 inches long, compared with the seven-inch blade of today. Bayonets fitted to the following basic British Infantry Weapons:

- 1720 - Brown Bess Musket
- 1801 - Baker Rifle
- 1853 - Enfield Musket
- 1871 – Martini-Henry (First Breech Loader)
- 1888 – Lee Metford (Magazine fed, bolt action)
- 1902 – Short Muzzle Lee Enfield
- 1940s – Number 4 Lee Enfield and Number 5 (Jungle Carbine) Lee Enfield
- 1958 – Self Loading Rifle
- 1985 – SA 80
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Many of these weapons had various models of bayonets; some were socket and others were known as 'sword bayonets'. They looked like swords and could be used as swords, but also fitted on the end of the rifles concerned. Long bayonets were encouraged as, when fixed to the rifle, they provided extra length for bayonet fighting the enemy cue fighting! The reader will have his or her own view about how useful the bayonet is for fighting – bear in mind it has been used in anger as recently as the current Afghanistan campaign. However, it can be employed for three main reasons, confidence, practical use as a knife or/and killing the enemy.

A training manual of 1859 stated that the main use was to 'impart confidence to the soldier'. Certainly, there are many myths surrounding the bayonet and its effectiveness, or not, on the

battlefield. There can be no doubt, however, that it has generated confidence over the centuries, it helped repel the cavalry charges, when formed in square, during the Napoleonic War and it was sometimes, but not as often as people may think, a successful tool to defeat the enemy in battle.

The Psychology of Leadership – as taught at Sandhurst.

I work in the Department of Communication and Applied Behavioural Science in Faraday Hall at Sandhurst and club members might find it interesting to learn what we do in our department. Our present syllabus, which we teach the Officer Cadets on the one year Commissioning Course, has only been running for five years – so most of what follows will be new to the vast majority of readers, writes Colonel Ronnie McCourt, formerly Media Operations Group (V).

Some 85% of our students are graduates and while they are at the academy burn up 4,000 to 5,000 calories a day on average. The challenge for us lecturers is to keep them alert and attentive! Hence our approach is experiential - PowerPoint is rarely used. Our syllabus is divided into four areas:

Problem Solving and Creative Thinking

Our sessions on problem solving encourage cadets to challenge themselves. We know they are adroit problem solvers already. However, our sessions are designed to prompt them to refine the ability they possess. They can do this best if they are aware of the mental ‘shortcuts’ that we all commonly take when solving a problem. Rather than working effortfully through the problem, most of the time we make an intuitive leap to the answer.

The answer we arrive at can be influenced by a host of factors: notably, how the problem in presented to us. Consider this example: a man has two children. The oldest one is a boy. What's the probability that the other is a boy too? If they responded 50% or 1 in 2, they’d be wrong.

If they did give the wrong answer, they were victim of a ‘frame’ – the ‘frame’ in this case is the ‘fact’ that children are either boys or girls leads us to respond automatically 1 in 2 or 50%. But, in fact, if a man has two children, the possible outcomes are as follows:

First he has a boy, then a girl - BG
First he has a boy, then another boy - BB
First he has a girl, then a boy - GB
First he has a girl, then another girl - GG

We know that the GG outcome is irrelevant (he told us one of the children is a boy) so, there are three relevant possible outcomes, one of which is two boys (BB) making it a 1 in 3 or 33% chance that he has two boys.

This is a simple example, but in social and professional life, we operate with a multitude of frames – ideas about the world, beliefs about ourselves and other people, values we hold dear etc. and all these shape and influence how we go about solving the problems we are presented with. By better understanding some of the psychological and sociological aspects of problem solving, cadets will become more aware of the common traps and be better able to avoid them. And, perhaps most importantly, be less prone to jumping to a conclusion

intuitively and then looking around for the evidence to support that conclusion, an all too common failing in problem solving.

Of course, the mental short cuts we take in solving problems are very useful – day to day life would be unbearable if we had to work through every little decision we had to make - but they will tend to produce predictable results. In a military context being predictable has its obvious downside: a predictable enemy can be easily prepared for. Whilst we aren't trying to encourage a wacky, wholly unpredictable style, we do believe that leaders need to be able to think creatively and to explore options fully in order to generate the innovative solutions that will give them an advantage in the future.

Motivating and Teambuilding

Of course, knowing one's subordinates has always been the key to good leadership. What our sessions do is to make that understanding more explicit and to bolster it with lessons taken from classic and current research across the Behavioural Sciences – relevant branches of psychology, sociology, anthropology, management science, etc. Whilst as individuals we remain unique creatures, research has revealed many aspects of how we think, feel and behave that are shared, to some extent, by all of us. Cadets are exposed to these insights.

For example, regardless of rank, status or role, people are most content when they feel a sense of control over what they are doing; secondly, if they have a sense of achievement, which is also being properly recognised; and, thirdly, where they experience a sense of belonging to something bigger than themselves. Conversely, when these factors are absent, people are least content. Armed with this insight, they will be challenged to think about how they could apply those principles in motivating soldiers or other subordinates.

Communicating and Influencing

These sessions introduce and develop some of the key skills and insights needed to persuade and influence effectively. Among other things the cadets are introduced to Interest-based negotiation – a proven technique that allows a negotiator to press hard to achieve a desired outcome without the exchange becoming a source of conflict. The underlying theme in these sessions is about communication and influence – how do we persuade others of our case? How do we get them to behave in ways that will be supportive to the mission?

Leading and Managing Change

It has become a rather tired cliché that the only constant in modern life is change. And certainly all armies experience enormous changes - both organisationally and to how it does business. Change on this scale and at this speed has profound effects and, as ever, it is by the people who make up the army that these effects are felt most keenly: the soldiers. Remember, too, that soldiers experience a welter of personal changes: joining the army, becoming a member of a platoon, developing new skills, making new friends, getting married, having children, and so on.

The psychological aspects of change are complex. On the face of it, change is both a source of opportunity and of threat. And even the very same change can be viewed very differently by different people. Even so, if officers are to help their soldiers get the best out of the changes that will inevitably come their way, it is the officer's task to try and understand why

individuals react as they do. In a series of exercises and role-plays the cadets learn that some reactions are counterintuitive.

For example, individuals when presented with an apparent change for the better will still often cling to aspects of the past. To understand why, we have to understand something of the psychology of change. The key aspect here is working with the individual. Simply telling someone to change, to pull his or her socks up etc., has limited value. Indeed, there is plenty of evidence that such an approach increases resistance to change. On the other hand, where an individual embraces and becomes an active agent of change is far more successful.

I hope this is of interest - if any reader wants to know more then contact Ronnie on 01276 412261 or via: rmas-academics-cabs-lecturer1@mod.uk

‘Tinman’ tackles his second London marathon for RAF Benevolent Fund

Wing Commander Martin (Tinman) Tinworth, the RAF press officer in the MoD Directorate of Media & Communications, is about to tackle his second London marathon. After 30 years in the RA, Martin says: Many yeas ago I joined as a 17-year-old apprentice technician. My plan at that stage was to work on fast jets and see the world. However, I ended up flying them.”

Martin flew Phantom F4s from RAF Wildenrath in Germany followed by Tornadoes from Coningsby and Leeming – which included ten deployments to the Falkland Islands. two to Bosnia and flying during the first Gulf War.

“ After returning from Afghanistan at the end of 2011 I was posted into the MoD as the RAF’s chief press officer. It’s a fascinating role, on call day and night, dealing with national journalists in order to promote the RAF or, more likely, to defend our reputation.

“ So will my marathon be easy? Not a chance. Some history: In 1990 I flew a Phantom back to the UK on a Friday for simulator training. I had a weekend in the UK but slipped off a kerb in the rain and was clipped by a Citroen 2CV breaking my left knee.

“ So I’m running the London Marathon with a completely rebuilt left knee, including titanium screws – part man, part machine! It still swells quite a bit now but it should be fine for the marathon…touch wood.

“ My training routine is wide and varied: I’m training five or six times a week and so far I’ve completed four long runs of 13,15,16 and 17 miles. I continue to try and mix my routine up with short runs to and from work and gym sessions of weights and circuits.

"This year I'm running to support Corporal Mick McConnell, an RAF Police dog handler, who during a routine patrol in Afghanistan was caught in an IED blast and seriously injured. Sadly, he is now awaiting an operation to amputate a damaged leg below the left knee.

" On a more positive note the RAF Benevolent Fund has stepped into help Mick and his wife Lorna, supporting them with housing and adapting a home to Mick's needs. I am proud to support such work as this and hope the funds I am raising for the fund will make a difference. Wish me luck!

If you would like to support Martin and Mick see:
http://uk.virginmoneygiving.com/MartinTinworth

The Future of Media Operations - a critical consumer's perspective

From Lt Col Ulrich M. Janssen, Course Director at the NATO School in Oberammergau, Germany

Trapped by the way we traditionally explain why things are how they are, I invite you to follow me on a journey spanning an arc from the past into the future: where media operations came from, where they are today, and where they need to go in the near future. In shifting the focus from the *Where* and *When* to the *Why*, this journey highlights the vital importance that properly conducted media operations have with the military and within military interventions. I present a constructivist's view from an operations planner's perspective, and conclude with some personal, I hope, visionary thoughts.

First of all, the future of media operations should not be looked at isolated from the future of operations in general, and for the purpose of this paper, when I use the term operations, I refer to military engagement in international conflict situations.

As recently as two generations ago military operations were still, to quote a more famous military strategist than I am, the "*continuation of politics by other means*"[1]. For military interventions in the Clausewitz'ian sense to be successful they had to focus on the *Where* and *When* the enemy were to be defeated and enemy's capabilities destroyed. Media operations – such as they were - reported on events, facts and figures, often retrospectively, in order to justify that the right things had been done in the right way.

The primary media outlets were radio and newspaper with carefully selected imagery, and stories told entirely by war Correspondents from their perspective, the way he or she had understood what had happened and what they thought was worthwhile telling and showing. It was the journalist's focus on a particularly selected extract of reality – his or her very subjective reality – rather than full spectrum journalism. The power to tell the story of military operations was vested in a very small number of people and in wars of national survival they were often people who were 'on message'.

[1] **Carl von Clausewitz in his unfinished book 'On War'**

Just a generation ago – the cessation of the Cold War – conflict began to take new forms. The term "*operations other than war*"[2] began to take hold and rapidly improving information technology and enhanced connectivity began to change the character of media operations significantly, even if concepts for military engagement in general had not changed with them. More capable and smaller electronic devices empowered a wider range of people to report and to bring new stories to public prominence. Very quickly radio and press had been surpassed by the ability to catch and convey to mass audiences. Moving imagery and video became the most effective means to "tell" increasingly vivid stories.

Reporting, often immediate, from the front line of combat operations brought the concept of media operations much closer to full spectrum military operations. Reporting from a main battle tank, live and in colour - what a story! Suddenly the military had the opportunity to report, from their perspective, their own story, and often as fast and as professional as commercial news companies.

But hold on; is this what we wanted media operations to be, faster than CNN? With this new capability came new risks particularly for older and more traditional officers whose concerns were best summed up by a 1982 UK MoD directive that: "essence of warfare is secrecy, the essence of journalism is openness". The military was anxious about publicly broadcast information without proper approval – a no-go for the military that traditionally is driven by the idea that to be right everything had to follow the plan and everything must be controlled by the plan and its planners and operators. There was a risk, the risk of making a story, the wrong story.

Even today senior military leaders and planners are not trained to accept and manage risk. This is perhaps because risk is invariably contextualised by the idea of a 'threat'. Risk is when threat meets opportunity. The threat (defined by somebody's will to act, understanding of the situation, and capabilities to enforce will or influence understanding) in the context of media operations was the journalist and broadcaster, ably assisted by the public affairs / media operations officer. They all have the will to tell a good story – indeed that's their job. They know how to tell and visualize the story they want to tell, and on top media operations have been given access to state-of-the-art technology supporting a 24/7 news cycle around the globe in near real-time – what an opportunity!

The risk has been identified, and this risk had a name – media operations! Tasked with information support to a military operation, media operations had developed its own dynamics faster than the rest of the military world, thereby in some eyes becoming a dangerous tool with capabilities and opportunities beyond the controllable space of the plan and its planners. What had generally characterized military operations for decades – a kind of means, ways, ends paradigm - now based on rapidly evolving technology and enhanced connectivity has enabled media operations new options. The means available allow for more effective ways to use them in order to achieve a desired end state – production and delivery of stories 24/7 in near real-time around the world – what a velocity!

"*We must replace the delusion of control by reality of influence*" is one of the things demanded by NATO's military concept for strategic communications, and "*Perception becomes Reality*" is what Pen & Sword Club Vice President Mark Laity, Chief Strategic Communications at Allied Command Operations, continues to explain to various audiences. Both statements and the underlying ideas and concepts actually stress what military leaders usually learn at a very early stage of military leadership education and training – no plan survives the first contact with the enemy. Does this mean we shouldn't plan anymore? In no way!

It means we should re-consider the way we plan, the methodology and procedures, formats, purpose of planning. What is needed in the future is a pro-active anticipatory and very flexible methodology of planning that is adaptable to rapidly changing situations - a new way of thinking in analysis, planning, execution and assessment of comprehensive operations. And

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[2] **Terms like Peace Support Operations, Peace Keeping Operations, Crisis Response Operations, and Humanitarian Intervention etc. were used in order not to call it 'war'.**

related to this new way of thinking is a turn-around of the old paradigm. It is the desired end state that allows for a broader spectrum of options or ways to get there depending on the means to be used.

Forces, time and space, the traditional factors determining an operation in the Clausewitz'ian sense, are now dominated by another factor – information. Information and the exchange of information have become much more relevant than in territorial conflicts of the past.

Major General (ret.) Andrew Mackay and Royal Navy Commander Steve Tatham, in their remarkable book "Behavioural Conflict"[3], discuss a very valid point that in contemporary conflicts territory or territorial expansion is no longer the motivator for conflict as it was in the past - including the Cold War period. If territory is taken away from causes of conflict, only people and their interaction remain.

They conclude that "understanding people and their motivations will prove decisive in future conflict". In a different context Alvin Toffler stated that "*The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn*."[4] It seems that there is common understanding or hope for a major change in the way western societies in general and the military in particular do business in international crisis prevention and future conflict resolution. So, how is media operations required to adapt to this challenging new situation?

Firstly, media operations must no longer be limited to "*at war*" and "*on war*" but become a primary tool "*before war*" or indeed "*instead of war*", i.e. in conflict prevention. There are many opportunities to tell the world why we, the people in western democracies, do what we do, what our values and beliefs are, what we stand for, what we care about, and what makes us act. Also in turn we, the ordinary soldier on the ground, our planners and military intelligence services, and of course, the political and military leadership would all benefit a lot from media operations reporting from potential crisis areas thereby helping us understand why people do what they do and what could cause conflict. This is what I call **media operations in support of audience analysis.**
In fact it's even more than that. Reflecting on more contemporary conflicts, Milena Michalski and James Gow[5] argue that in the absence of territorial claims and with people in the focus it is the legitimacy of a mission including military engagement that is critical in gaining trust and confidence of the people. The more a situation evolves towards crisis and conflict the more we need ends, ways, and means to explain, preferably in moving images and by the so-called New Media, to audiences at all sides – blue, red, green, white – the legitimacy of our potential or actual engagement. Political and military decision-makers at all sides would benefit from timely, credible and accurate information, thus improving situation awareness and the common knowledge base. This is what I call **media operations in situation awareness and conflict prevention.**

Once on operations media operations best support the military by using every opportunity to visualize the ends and ways, i.e. why we are engaged, why we do what we do and the way we do it, and why we want to achieve what we're aiming at. It's all about visualizing the difference between conflicting ideas and our ideas for a better and peaceful future. A prerequisite to success is that the media operations planner must be a fully integrated member of the joint operations planning team - and from the very beginning! In close coordination with other military functions and capabilities media operations can help setting conditions at the strategic and political level and on the ground that open up a broader spectrum of options beyond kill and capture. In addition I see a 'Code of Conduct' for media

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[3] **Behavioural Conflict – Why Understanding People and Their Motivations Will Prove Decisive in Future Conflict, Andrew Mackay and Steve Tatham, Military Studies Press, 2011**
[4] **US author and futurologist Alvin Toffler**
[5] **War, Image and Legitimacy – Viewing contemporary conflict, Milena Michalski and James Gow, Routledge Taylor & Francis Group, London, New York, 2007**

operations that would focus on telling good news rather than bad news. It is the good news that would make people happy. For too long people's attention has been drawn to bad news, to violence, destruction, disaster, suffering, and fear – not really fitted to make people feel happy. That's what I call **media operations in making the difference and giving people the choice.**

Taking up on the idea of, and concepts for strategic communications to be successful in operations it is critical to ensure consistency and credibility of communications by all means through comprehensive coordination across all actors involved and levels of command. Media operations need to be equipped and trained to help translate political will and military direction and guidance into grass root communications on the ground, thus turning vision into impact.

The challenge here is not just to avoid the so-called "say-do-gap" that exists between what we say and what we do, but more important to avoid the gap that exists between what we say and do versus what audiences perceive we're saying and doing. Media operations can support military operations best the better we succeed in telling and visualizing the right story at the right time, right place, right format including new media, to right audiences.

In operations where the people are in the focus, where social engagement with audiences to improve understanding has superseded combat action I can see the soldier in stabilization operations trained, equipped and empowered to document and report in real time about the on-going mission. In this instance club member Major Paul Smyth was a kind of entrepreneur when "Blogging from the Battlefield" while on patrol.[6] This is what I call **media operations in ensuring *C*[5]**, Consistency and Credibility of Communications by all means through Comprehensive Coordination.

Finally, while the above options have discussed media operations in the context of analysis as well as in planning and execution of comprehensive operations, its role in assessment of tasks, operations and the overall campaign have not been looked at. It is this role that is perhaps more keenly related to the origins of military combat camera teams and what this capability is supposed to provide – timely, accurate and relevant information for decision-makers on operational, strategic and the political level.

This role of media operations in assessment remains unchanged, but its relevancy will increase as planners get used to using the factor information and the potential of running cameras more actively in order to deliberately create an effect on people by reporting and broadcasting live what's happening on the ground.

Once again it was Paul Smyth, the '*blogger from the battlefield*' who documented this new way of contributing to media operations in the new media environment. This however, requires primarily that commanding officers and operations planners are better prepared for accepting and managing risk, the risk of sending out an undesired message, maybe a message that people dislike, or a message that the commander dislikes, but the people appreciate.

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[6] Blogging from the Battlefield: The View from the Front Line in Afghanistan, Paul Smyth, The History Press, 2011

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Will either one of them remember this message a day or a week later? Less a challenge for media operations, and with that closing the loop of comprehensive operations phases, I call it **media operations in assessment**.

Former ISAF Commander General (ret.) Stanley McChrystal in 2009 said that we need to change the way we think and the way we organize ourselves to be successful in the future.[7] The military business model of the past has significantly changed. Although generally the OODA-loop might still be a valid model for planning and decision-making it needs a modern 21st century flavour. The territory, or the '*Where'* is no longer in the focus, but people's motivations are, the '*Why'*.

Observe needs to go into much more detail, and media operations in future can significantly help getting a comprehensive observation of what's going on and why people do what they do. Orient must better consider people's perceptions, attitudes and behaviour. With media operations deployed on the ground ahead of other forces there is a powerful tool to engage with the people and explore their motivations.

To be successful in future we must be willing to and able to make the change and adapt to 21st century challenges and opportunities. Every change requires someone to start with, so I close by quoting George Bernhard Shaw who rather aptly noted that: "*Those who cannot change their minds cannot change anything.*"

Another busy year at the Defence Media Operations Centre

The Defence Media Operations Centre (DMOC) continues to provide support to on-going and contingency operations and 2012 has been as busy as any other, writes Chief Instructor Lt Col Mark Wenham. The Joint Media Operations Team (JMOT) maintains a deployable media capability at very high readiness for contingency and has again, in the last year, delivered surge capacity for Op HERRICK in Afghanistan.

In 2012 the JMOT deployed project officers, Combat Camera Teams and supported embedded journalists in Afghanistan in support of national broadcasters, smaller outlets, and various regional broadcasters on nine occasions.

Additionally, a media adviser was deployed to the Falkland Islands during the preparation for the 30th anniversary of Op CORPORATE and a media adviser was also provided to assist DCOM ISAF in Kabul for three months early in 2012. The JMOT has also supported major contingency exercises and continues to work closely with the Joint Task Force Headquarters. We have also recently deployed a CCT to Mali this year to document the UK's support to the French operation.

In addition to supporting operations and joint collective training exercises DMOC photographers delivered high quality imagery to many UK events, including the Queen's Diamond Jubilee Celebrations and the London Olympics 2012.

Above: Cpl Tim Hammond, a DMOC photographer helps out with an interview of the Defence Secretary Philip Hammond, at the Olympics.

In direct support to deployed media operations we have trained some 400 personnel to fill media appointments on Op HERRICK, on operational ships, air stations or as Unit Press Officers and media staff. Two of the DMOC staff are also now posted to the Media Operations Centre in Afghanistan where they will complete a six month tour.

Additionally bespoke media training has been delivered to some 1600 personnel, including support to the Olympics, other Government Departments and senior officers; notably DMOC provided media training to Olympic gold medallist Captain Heather Stanning and the Walking with Wounded team. Capacity building has also seen DMOC personnel deployed to Africa and other overseas projects are currently in the pipeline.

Despite all of this the DMOC has also been addressing the forthcoming move from the MoD's chain of command (Directorate of Media and Communications) into the new Joint Forces Command (JFC).

Left: A DMOC photographer lines up a shot while on deployment.

The main impact of which will be to see us working closer with other military Information Activities and capitalising on some of the synergies that exist (particularly in training) while preserving the vital separation that continues to be required by media operations.

In a move to improve on the professionalisation of media and communications we have partnered formally with the Chartered Institute of Public Relations (CIPR) and have created a competence framework for military press officers. The main impact of the latter is to enable a simple method of tracking individuals and managing our people in the media and communications field as well as providing a means of continuous professional development.

I am also pleased to report that we have continued to strengthen our ties with the media and communications reservists and it is fair to say that this relationship is going from strength to strength.

Right: JMOT team leader Lieutenant Colonel Andy Gardiner (left of picture) speaks to the media at the arrival of an RAF C-17 at the French base in Evereaux – part of the transport assistance given to France.

We continue to work alongside each other on operations and we are also utilising Reservists from all three services to assist in the delivery of training on the DMOC courses. We are co-located with 7644 Squadron RAF and have hosted the squadron and MOG (V) for their training weekends.

We have enhanced and improved our contribution to the through life education of officers with additional support being given to the Defence Academy – including the Royal College of Defence Studies, the Higher Command and Staff Course and the Advanced Command and Staff Course.

So all in all a very busy year and 2013 promises to be no different and we look forward to being able to provide regular updates for the Scratchings.

A unique snapshot of the defence world

DSEI, the world's leading defence and security event, takes place this year at London's ExCeL from 10-13 September.

Three Club members joined the media team at the 2011 event – Al Lockwood, Martin Newman and Mike Peters – all long-term practitioners in defence media relations. Here new club member Marc Holloran, right, who is part of the CMS Strategic team that handles the public relations for DSEI introduces the 2013 event, and declares the exhibition is unique platform.

CMS develops communication strategies, contact matrixes and activity plans for engaging with key DSEI audiences as well as screening and accrediting media applying for registration, setting up and operating the media centre.

With over 1,400 exhibitors, DSEI is not only a unique platform to view the latest defence and security equipment and systems but it also taps into key themes affecting defence and security with topical insights in the form of thought-provoking articles.

One such example is a perspective on interoperability between services and nations.

"Today we visited the British and American Armies on the soil of France. ……we have shared our secrets in common and helped each other all we could…..we realise how much of this remarkable technique and therefore the success of the venture has its origin in developments effected by you and your staff of Combined Operations."

Letter to Louis Mountbatten 12 June 1944.
(Signed) Arnold, Brooke, Churchill, King, Marshall, Smut.

There is no doubt that the D-Day landings during the Second World War were of a very different scale and magnitude to anything that had previously taken place, as Winston Churchill acknowledged in his letter praising Mountbatten's years of planning and training.

However, there is nothing particularly new in forces working together. Since the earliest examples of military engagement, interoperability and combined operations have remained a constant as all military forces, whether land, sea or air, have often achieved their objectives in joint missions. For example, at the battle of Waterloo in 1815, it was a coalition of allies led by the Duke of Wellington against a single French force.

In recent times, since the formation of the United Nations in 1945, international peacekeeping and combined military operations have become common practice, with interoperability at the heart of international co-operation. It is interesting to note the definition of interoperability has its roots in information technology where systems can both use and exchange information.

Today, the accelerating pace of technological progress continues unabated. Although the need for military forces to continue working together is ever present, particularly in the face of economic recession, the challenge to achieve this is greater as each service's technology is geared to its own operational envelope. The objectives in the recent drive towards joint operations have included both economies of scale and simplicity of effort between the three services in the face of spiralling technological growth.

From a national perspective this indeed presents a challenge but internationally it becomes an even bigger one. As each nation differs to the next, with many developing their technology to suit, the rate of progress varies from country to country. A good example of this is the USA which, until now, has invested heavily to remain at the forefront of technological development.

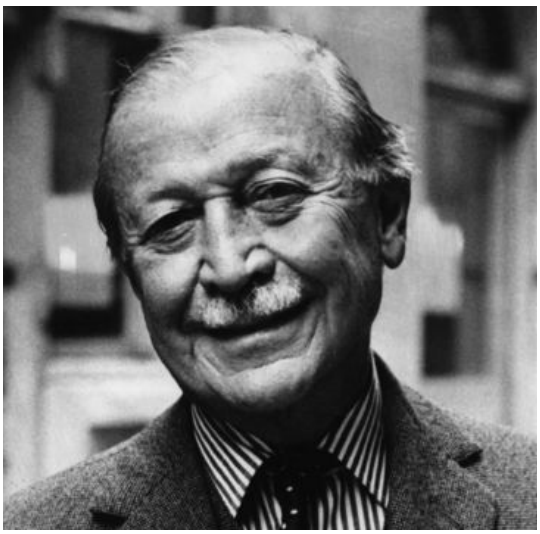
The corollary is that those states that can invest in computing power will advance much faster compared to those that are less technologically developed. For alliances such as NATO and international coalition forces operating in, for example, Afghanistan, the level of technology that each country can afford and can deploy in turn impacts on interoperability. Part of the test for combined operations is having the required infrastructure in place to enable information sharing and exchange.

Paradoxically, in spite of national technology disparities, political agendas still trigger the need to work together. Economic pressures are another factor as many services struggle in terms of recruitment. To generate the level of force often required for modern security and coalition operations, interoperability can create a challenging cocktail of differing technology capabilities against a backdrop of political expediency and manpower demands.

In this context, the attraction of DSEI 2013 is that it can offer its international audience a unique snapshot of key technological developments that are available in the market place. Moreover, it also allows its UK audience to engage with international partners at both industrial and combined service levels to further discuss interoperability between services and nations.

THERE WERE GOOD TIME AND BAD TIMES

The comprehensive files held by Club member Alan Grace, the official historian of British Forces Broadcasting Services are a mine of information. Alan has volunteered a selection of stories taken from Soldier Magazine that will add humour to Scratchings. These are the first three…..other will appear in later editions.



Thirty or more years ago In the early eighties Soldier Magazine's reporters began a series called Profile, which was to prove very popular he writes. They interviewed a wide range of personalities who had military connection. Some had been career soldiers, whilst others found National Service would change their way of life.

When John Walton met General Sir John Hackett, right, he wanted to know when Sir John's interest in the army began. "I realised in the early thirties that there was going to be a war with Germany and we were all going to get killed. I felt it would be tidier to get killed as a professional soldier than as an amateur.

"But I always meant to come out some time and return to University. My first impulse was to be a don."

Eventually that conflict came and Sir John hoped to: "have a good war - one in which you get wounded enough to be respectable but not to get killed or badly wounded."

Sir John got his wish. He was wounded in three different continents - showing a fine objectivity - and the last winter of the war he spent in hiding with the Dutch Underground while recovering from his wounds received at Arnhem.

On his return he found that he had been posted as killed so his wife was technically a widow. In fact he had managed to smuggle out the news of his survival but his wife had not been allowed to tell anyone.

"I was home in time for her to get a telegram telling her I was alive. There were lots of letters saying what a splendid chap I was. One of the fellows asked for his letter back and said he would never have written about me the way he did if he thought he was ever going to see me again."

For William John Philpin Jones, the Second World War was to make him a household name, For Jon, as he became known, sprang to fame with his cartoons about the 'Two Types'.

"The idea came to me after seeing two officers leaning against their battered jeep, while sunning fatuously in the middle of the bustle in Sicily. I'd never seen anything like it before.

I made a mental note of every detail of their eccentric dress. The one with the black moustache was in khaki drill bush shirt with a flare worthy of a ballet dancer. The other - with blonde whiskers and an armoured brigade beret - wore a pullover with dummy pockets so stretched through a white webbing belt that it almost reached the knees.

They were the Eighth Army types, odd, extreme characters who seemed to embody all the traits and habits that were bred in the desert."

Jon's introduction to the Army was an unusual one. While doing his stint at Caterham, he discovered that a lot of the men in the barrack-room couldn't write, so he helped them write letters to their mothers and fathers.

The word soon got around that there was someone who could actually read and write. So, it was suggested that he tried for a commission. A few weeks later he was sent to Sandhurst where, just before he passed out, he was invited to take 'with a few other chaps' supper and sherry with the Commandant.

When asked if he had a preference of regiment, Jon being a fervent Welshman opted for the Welsh Guards. The Commandant said he would put his name forward, but then asked if he had a private income of £500 a year. When Jon explained that he hadn't even got ten shillings, he was told it would have to be a line regiment, so he joined The Welch Regiment.

Whilst serving in North Africa, he was told of a vacancy for an AMLO - Air Ministry Liaison Officer. Jon assumed it would mean a course and a trip back to UK for training where he would be given aircraft recognition lectures.

However, he was astonished to hear from his CO that he had volunteered to become an Assistant Military Landings Officer: "You're now in Military Operations!" Shortly afterward he was involved in the landings at Sicily, Salerno and Anzio. "Anzio was tough because we were

hemmed in and I came back to North Africa on a hospital ship."

Back in North Africa prior to an impending transfer, at the request of the War Office to the British Army newspaper, his new CO discovered that Jon was an artist. "Will you draw me?" he said. "I knew this had to be the best drawing of my life and 15 minutes later, the CO, who had just one medal, was gazing at a sketch of himself. He was impressed, but his eyes did not see anything but the medals." Jon had given him more gongs than Monty."

Finally his CO looked up and asked, "when do you want to go?" Jon 'went' aboard a specially laid-on destroyer HMS Atherstone from Algiers to Naples.

Jimmy Perry couldn't wait to get involved in the Second World War. At the age of 15, having lied about his age, he joined the local Home Guard where he was to meet the man who inspired his Corporal Jones of 'Dad's Army'. "I based Corporal Jones on a Drill Sergeant we had in our Home Guard. He had been at the battle of Omdurman as a boy soldier, in the Boer War and the start of the 1914-18 War. He had not been soldier for nearly a quarter of a century. He was a lunatic - nearly 70,wiry and thin and a crack shot. And he used to say: "The old cold steel, they don't like it up 'em."

As soon as Jimmy was old enough, he found himself in The Royal Artillery and at Oswestry he started to play a big part in the camp entertainment. "When I got into the Army, I started telling jokes and doing impressions because if you are bored and stuck somewhere, anybody who can remotely entertain, is welcome."

Just before D Day almost all of the troops moved out and Jimmy found himself alone in a barrack room which had previously held 50 soldiers. He asked why he had not gone and was told it was because there would have been no one left to do the shows. As the section he would have gone with was badly hit: "The fact that I could do a turn, probably saved my life."

However, Jimmy was to go overseas and shortly afterwards found himself posted to India and was stationed on the North-West Frontier. "I'd been brought up on tales of the Khyber Pass and it was exactly as I had read about it.

The air was fantastic and there were lots of little forts and horse transport." The Tribesmen often took pot shot sat them although their local copies of the short Lee-Enfield tended to blow up after a few shots.

It was here that Jimmy was to meet up with 'The Concert Party'. "The Sergeant Major was real except that he was a Cockney and not Welsh. The Colonel was a Company Director who wanted a quiet life. Gloria existed, as did the Indian Bearer, played so brilliantly in 'It Ain't' Alf 'Ot Mum' by Michael Bates. They could not send ENSA Concert Parties, so ours was really a fighting Concert Party of serving men, not an entertainment unit. A lot were Burma veterans, like the Scotsman on whom we based the character 'Atlas'. He had a bullet wound and was covered in tattoos. The amazing thing is that we were all only about 22. We were boy soldiers and yet when you look at Newsreels of the time, the men looked old."

Contributions, suggestions, ideas for Scratchings are always welcome. Please contact the editor on michaelpcoms@btinternet.com

A tribute to the late Club Vice President, Colonel Alan Protheroe CBE, TD DL, will appear in the next edition.