

load plan form army

load plan form army plays a crucial role in the efficient and secure movement of military personnel, equipment, and supplies. Understanding the nuances of a load plan form is essential for anyone involved in military logistics, from the individual soldier tasked with packing a rucksack to the high-level planners orchestrating complex deployments. This comprehensive article delves into the Army's load plan form, exploring its purpose, the critical information it contains, the process of its creation, and its significance in maintaining operational readiness. We will examine the various types of load plans, the principles guiding their development, and the technology that supports this vital logistical function. By the end, readers will have a thorough understanding of the load plan form Army and its indispensable contribution to mission success.

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What is an Army Load Plan Form?

The Army load plan form is a standardized document used by the United States Army to meticulously detail the allocation and arrangement of personnel, equipment, and supplies for transportation. It serves as the definitive blueprint for how assets will be loaded onto various modes of transport, whether it be a tactical vehicle, an aircraft, a ship, or even a soldier's personal rucksack. This form is not merely a checklist; it is a critical logistical tool that ensures everything needed for a mission is accounted for, securely stowed, and accessible when required. The meticulous nature of the Army load plan form is a testament to the Army's commitment to operational effectiveness, where even the smallest detail can impact mission outcomes.

Essentially, an Army load plan form is the culmination of extensive planning that translates mission requirements into a tangible loading strategy. It dictates what goes where, how much it weighs, and how it will be secured. The accuracy and completeness of this form are paramount, directly influencing the speed, efficiency, and safety of military movements. Without a well-executed load plan, units could face significant delays, damage to sensitive equipment, or worse, arrive at their destination lacking essential combat or sustainment resources.

Purpose and Importance of the Army Load Plan Form

The primary purpose of the Army load plan form is to facilitate the systematic and organized movement of personnel and materiel. It ensures that all necessary items for a specific mission or deployment are identified, inventoried, and accounted for. This level of detail prevents critical items from being overlooked and guarantees that the right equipment is in the right place at the right time. The importance of this function cannot be

overstated, as it underpins the Army's ability to project power and execute operations effectively across diverse environments.

Beyond simple inventory, the Army load plan form is crucial for optimizing space and weight. Military resources are finite, and efficient utilization of transport capacity is vital. Load plans help commanders maximize the payload of vehicles and aircraft, reducing the number of required trips and associated logistical burdens. Furthermore, proper weight distribution, as detailed in the load plan, is essential for the safe operation of all transportation assets, preventing accidents and ensuring the integrity of the cargo.

Another critical aspect is the aspect of mission readiness. A well-developed load plan ensures that units are not only transported but are also immediately operational upon arrival. This means that weapons are accessible, communication equipment is ready, and sustainment supplies are within reach. The Army load plan form is therefore a direct contributor to the overall combat readiness and survivability of deployed forces.

Key Components of an Army Load Plan Form

The Army load plan form is a multifaceted document, designed to capture a wide array of critical information. Its structure is organized to provide a clear and comprehensive overview of the planned movement. While specific fields may vary slightly depending on the context and the specific form used, several core components are consistently present.

Personnel Information

This section typically details the number of personnel being transported, their roles, and any specific requirements they may have, such as medical needs or specialized equipment they are carrying. For unit movements, this includes passenger manifests and the assignment of individuals to specific vehicles or aircraft sections. It ensures accountability and facilitates the management of human resources during transit.

Equipment Manifest

A detailed list of all equipment to be transported is a cornerstone of any Army load plan form. This includes everything from individual soldier gear, such as weapons and personal protective equipment, to larger unit assets like vehicles, communication systems, and support equipment. Each item is usually identified by its nomenclature, quantity, and often its specific serial or

asset number for tracking purposes.

Ammunition and Supplies

The plan explicitly itemizes all ammunition, rations, water, medical supplies, and other logistical sustainment items. This is crucial for ensuring that units have the necessary resources to sustain operations without interruption. The quantity and type of these items are directly tied to the mission duration and anticipated consumption rates.

Weight and Balance Considerations

This is perhaps one of the most technically critical aspects of an Army load plan form. It requires the precise calculation of the weight of each item and personnel being loaded, along with their distribution. This data is vital for ensuring that the Gross Weight of the transport vehicle does not exceed its Maximum Gross Weight Rating and for maintaining proper center of gravity. Incorrect weight and balance calculations can lead to catastrophic failures during transport.

Transportation and Movement Details

This component outlines the mode of transportation (e.g., truck, helicopter, ship, aircraft), the specific vehicle or aircraft identifier, the designated loading point, the intended route, and the estimated time of departure and arrival. It also includes information on the personnel responsible for loading and unloading, as well as any special handling instructions.

The Process of Creating an Army Load Plan

Developing an effective Army load plan form is a systematic and iterative process that requires careful coordination and adherence to established procedures. It is not a task to be undertaken lightly, as its success directly impacts mission accomplishment.

Mission Analysis

The foundation of any load plan is a thorough understanding of the mission. Planners must analyze the operational requirements, objectives, duration,

terrain, and any anticipated threats. This analysis dictates the types and quantities of personnel, equipment, and supplies that will be necessary for the mission's success.

Resource Identification

Once the mission requirements are understood, the next step is to identify all available resources. This includes personnel with specific skills, vehicles of various types, available ammunition, and sustainment supplies. This phase often involves coordination with multiple logistics and support elements.

Consolidation and Prioritization

With the mission needs and available resources identified, planners must consolidate and prioritize. This involves determining which items are absolutely essential, which are desirable, and which can be left behind or sourced later. This is where tough decisions are often made to optimize the limited carrying capacity of transport assets.

Documentation and Approval

All the information gathered and decisions made are then meticulously documented on the appropriate Army load plan form. This document must be reviewed and approved by the relevant authorities, typically commanders or logistics officers, before execution. This ensures oversight and validates the plan's feasibility and compliance with Army regulations.

Types of Army Load Plans

The Army utilizes different types of load plans to address varying levels of operational scope and complexity. Each type is tailored to specific planning horizons and logistical requirements.

Individual Load Plans

At the most granular level, individual soldiers often create or utilize load plans for their personal gear and rucksacks. These plans detail what each soldier carries for sustained operations, ensuring they have essential

personal protective equipment, ammunition, rations, and water, while also managing the weight and accessibility of their load.

Unit Load Plans

These plans are developed for the movement of entire squads, platoons, companies, or even larger units. They dictate how the unit's collective equipment, personnel, and supplies will be loaded onto tactical vehicles, aircraft, or other transport assets for deployment or maneuver. Unit load plans are critical for maintaining the operational integrity and readiness of the force.

Strategic Load Plans

On the largest scale, strategic load plans govern the movement of forces and major equipment across vast distances, often between continents. These complex plans involve coordinating with multiple transportation commands, commercial shipping lines, and air transport assets to move entire divisions or task forces. They are essential for global power projection and large-scale contingency operations.

Technology and the Modern Army Load Plan

The advent of advanced technology has significantly transformed the way Army load plans are created, managed, and executed. Modern systems offer greater precision, real-time data, and improved collaboration capabilities. Digital load planning software can automate complex calculations, such as weight and balance, and provide 3D visualizations of cargo placement, reducing the likelihood of human error.

Integrated logistics information systems allow for real-time tracking of assets, providing visibility into the location and status of personnel and equipment throughout the transportation process. This data can be fed directly into load planning tools, ensuring that plans are based on the most current information available. Furthermore, mobile applications enable soldiers and loadmasters to access and update load plans in the field, enhancing agility and responsiveness.

Challenges and Best Practices in Army Load

Planning

Despite technological advancements, Army load planning is not without its challenges. Dynamic operational environments, evolving mission requirements, and the need to adapt to unforeseen circumstances can complicate the planning process. Maintaining accurate inventory data, especially in dispersed operating environments, remains a persistent challenge. Furthermore, ensuring that all personnel involved in the loading process are adequately trained and understand the critical importance of adhering to the load plan is paramount.

Best practices in Army load planning emphasize clear communication, rigorous validation, and flexibility. Thorough training for load planners and loadmasters is essential. Cross-training and cross-leveling of responsibilities can also build resilience within logistics units. Regular review and updating of standard operating procedures (SOPs) for load planning, incorporating lessons learned from past operations, are crucial for continuous improvement. Embracing technology that enhances accuracy and visibility, while still maintaining the fundamental principles of good logistics, is key to successful Army load planning.

Frequently Asked Questions

What is the primary purpose of a load plan form in the Army?

The primary purpose of a load plan form in the Army is to meticulously document and authorize the allocation of weight, space, and personnel to a specific transportation asset (like a vehicle or aircraft) to ensure safe, efficient, and mission-compliant movement.

What key information is typically included on an Army load plan form?

Key information typically includes the mission details, transportation asset identifier, a detailed breakdown of cargo (type, quantity, weight, dimensions), personnel manifest (names, ranks, roles), securing and bracing instructions, weight and balance calculations, and required signatures for approval.

How does the Army ensure the accuracy and compliance of load plan forms?

Accuracy and compliance are ensured through standardized templates, mandatory training for personnel responsible for load planning, rigorous review and approval processes by designated authorities, and often the use of

specialized software for calculations and documentation.

What are the implications of an incorrect or incomplete load plan form in a military context?

An incorrect or incomplete load plan can lead to critical mission failure, equipment damage, safety hazards for personnel, vehicle or aircraft instability, exceeding weight limits resulting in operational limitations, and potential legal or disciplinary actions.

Are there specific regulations or publications that govern Army load plan forms?

Yes, Army load planning is governed by various regulations and publications, with key guidance often found in Technical Manuals (TMs) specific to transportation assets, Field Manuals (FMs) related to logistics and movement, and unit-level Standing Operating Procedures (SOPs).

How has technology impacted the creation and management of Army load plan forms?

Technology has significantly modernized load planning. Digital tools and software can automate weight and balance calculations, provide 3D visualizations of cargo placement, facilitate easier sharing and updating of plans, and integrate with broader logistics management systems for improved efficiency and accuracy.

Additional Resources

Here are 9 book titles related to load plans in the army, each with a short description:

1. The Quartermaster's Ledger: A History of Army Logistics

This comprehensive history explores the evolution of supply and resource management within the military. It delves into the crucial role of load planning, from ancient campaigns to modern conflicts, highlighting how efficient allocation of materiel has consistently been a deciding factor in operational success. The book examines the administrative and tactical considerations that shaped how armies have prepared and transported their essential burdens.

2. Weight of Command: Load Planning in Modern Warfare

Focusing on contemporary military operations, this title dissects the complexities of load planning in the face of rapid deployment and diverse operational environments. It examines the technological advancements, doctrine, and human factors that influence how units determine and manage their equipment and supplies. The book emphasizes the strategic importance of

optimizing loadouts for mobility, sustainability, and combat effectiveness in the 21st century.

3. *From Pack Mule to Payload: The Art of Soldier's Load*

This engaging work traces the historical development of what a soldier carries, from early infantry loads to the sophisticated equipment of today's forces. It analyzes the perpetual challenge of balancing necessary gear with the physical limitations of individual soldiers, and how load planning directly impacts their survivability and performance. The narrative explores the tactical implications of a well-planned soldier's load versus an overburdened one.

4. *The Supply Chain Soldier: Logistics and Load Plans in Expeditionary Operations*

This book examines the intricate web of logistics that underpins modern expeditionary warfare, with a particular focus on load planning for deployments. It details the processes involved in forecasting needs, coordinating transportation, and ensuring the right equipment and supplies reach the front lines. The author highlights how meticulous load planning is fundamental to sustaining operations far from established bases.

5. *Optimizing the Arsenal: Load Management for Infantry Units*

This specialized guide provides an in-depth look at the specific challenges and solutions related to load planning for infantry formations. It explores how to balance the diverse needs of riflemen, medics, and support personnel within a squad or platoon, considering factors like ammunition, water, medical supplies, and mission-essential equipment. The book offers practical insights into maximizing combat readiness through intelligent load distribution.

6. *Bridging the Gap: Air Transport and Load Planning Doctrine*

This title investigates the critical intersection of air mobility and load planning, particularly for airborne and air-assault operations. It analyzes the unique constraints and opportunities presented by aerial insertion, detailing how load plans are meticulously constructed to fit within aircraft capacities and ensure rapid deployment of combat power. The book explores the evolution of doctrine to support these specialized logistical requirements.

7. *The Foundation of Firepower: Ammunition Load Planning and Its Impact*

This focused examination centers on the essential aspect of ammunition load planning, demonstrating its direct correlation with a unit's ability to sustain offensive and defensive operations. It delves into the calculations, considerations, and logistical chains required to ensure adequate and appropriate munitions are available. The book argues that effective ammunition load planning is as crucial as the firepower itself.

8. *Maneuver and Materiel: Load Planning for Combined Arms Operations*

This work explores the complexities of load planning within the context of large-scale, combined arms operations where different branches of the military work in concert. It analyzes how the logistical needs of armor, artillery, infantry, and aviation are integrated into a comprehensive load

plan to support synchronized maneuver. The book emphasizes the coordination required to ensure all elements are adequately supplied and ready for engagement.

9. *Loadout for Victory: Strategic Load Planning in Counterinsurgency*

This book offers a nuanced perspective on load planning within the challenging environment of counterinsurgency operations. It examines how load plans must adapt to irregular warfare, focusing on the balance between essential combat gear, essential support items, and the need for sustained presence and community engagement. The author discusses how flexible and responsive load planning can contribute to mission success in complex terrain.

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Load Plan Form Army: A Comprehensive Guide

Ebook Title: Mastering the Army Load Plan: Efficiency, Safety, and Success in Transportation

Outline:

Introduction: The Importance of Effective Load Planning in the Army

Chapter 1: Understanding Load Plan Forms: Types and Components

Chapter 2: The Load Planning Process: Step-by-Step Guide

Chapter 3: Weight Distribution and Center of Gravity Calculations

Chapter 4: Securing Loads: Techniques and Best Practices

Chapter 5: Legal and Regulatory Compliance in Load Planning

Chapter 6: Advanced Load Planning Scenarios: Special Equipment and Terrain

Chapter 7: Technological Advancements in Load Planning

Conclusion: Maintaining Efficiency and Safety Through Consistent Load Planning

Mastering the Army Load Plan: Efficiency, Safety, and Success in Transportation

Introduction: The Importance of Effective Load Planning in the Army

Effective load planning is not merely a logistical detail in the Army; it's a cornerstone of operational success and troop safety. Whether deploying troops and equipment across continents, resupplying units in remote locations, or conducting routine transport within a base, the efficient and safe movement of personnel and materiel is paramount. A poorly planned load can lead to a cascade of negative consequences: accidents, delays, equipment damage, injuries, and even mission failure. This necessitates a deep understanding of load planning principles and the proper utilization of load plan forms. This guide delves into the intricacies of Army load planning, equipping you with the knowledge and skills to manage this crucial aspect of military operations effectively and safely. We will explore various load plan forms, the process of creating them, and crucial considerations such as weight distribution, load securing, and legal compliance.

Chapter 1: Understanding Load Plan Forms: Types and Components

The Army utilizes various load plan forms, often tailored to the specific type of vehicle, cargo, and mission. These forms typically include essential information such as:

Vehicle Information: Type, model, capacity, and weight limits.

Cargo Information: Description, weight, dimensions, and fragility.

Load Distribution: Detailed placement of items within the vehicle, often visually represented.

Securing Methods: Specification of straps, chains, nets, or other methods used to secure the load.

Weight and Center of Gravity Calculations: Ensuring the load is balanced and within safe limits.

Signatures and Approvals: Verification of the load plan by responsible personnel.

Understanding the specific requirements and components of each form relevant to your role is crucial. Variations may exist between different branches of service, vehicle types (trucks, helicopters, trains), and even specific units within the Army. Familiarity with the different forms and their interpretations is therefore a prerequisite for safe and efficient load planning. This chapter will offer detailed examples and explanations of common load plan forms and their components, guiding you through their effective completion.

Chapter 2: The Load Planning Process: Step-by-Step Guide

The load planning process is a systematic approach that ensures the safe and efficient transport of goods. It generally involves the following steps:

1. Mission Analysis: Understanding the requirements of the mission, including the destination, terrain, and time constraints.
2. Cargo Inventory: Creating a detailed list of all items to be transported, including their weight, dimensions, and fragility.
3. Vehicle Selection: Choosing the appropriate vehicle based on the cargo's weight, volume, and the terrain.
4. Load Distribution Planning: Strategically placing items within the vehicle to optimize weight distribution and minimize shifting during transit. This involves careful consideration of the center of gravity.
5. Load Securing: Selecting and implementing appropriate securing methods to prevent shifting and damage during transport.
6. Documentation: Completing the necessary load plan forms accurately and obtaining the required signatures.
7. Inspection: A final inspection of the loaded vehicle to ensure everything is secure and complies

with regulations.

Each step is crucial and warrants careful attention. This chapter will provide detailed guidance on each step, emphasizing best practices and potential pitfalls to avoid. Real-world examples and case studies will highlight the importance of meticulous planning and the consequences of overlooking critical steps.

Chapter 3: Weight Distribution and Center of Gravity Calculations

Understanding weight distribution and center of gravity is fundamental to safe load planning. An unbalanced load can lead to instability, rollover, or damage to the vehicle and cargo. This chapter will explain the concepts of weight distribution and center of gravity, providing practical techniques for calculating them and ensuring the load remains within safe parameters. We will explore different methods for calculating the center of gravity, and the implications of exceeding weight limits on different axles. The use of specialized software and tools for load planning will also be discussed.

Chapter 4: Securing Loads: Techniques and Best Practices

Proper load securing is crucial for preventing accidents and damage during transport. This chapter will cover various securing techniques, including the use of straps, chains, nets, and other equipment. We will discuss different knotting techniques, proper tensioning methods, and best practices for securing various types of cargo, such as palletized goods, loose items, and oversized equipment. The chapter will also address the importance of using appropriate securing devices for different terrains and transportation modes.

Chapter 5: Legal and Regulatory Compliance in Load Planning

Adherence to legal and regulatory requirements is essential for ensuring safe and compliant transport. This chapter will cover relevant regulations and laws related to load planning, weight limits, and safety standards. We will examine the responsibilities of load planners and drivers in ensuring compliance, highlighting potential penalties for violations.

Chapter 6: Advanced Load Planning Scenarios: Special Equipment and Terrain

This chapter will explore advanced scenarios, such as transporting hazardous materials, oversized equipment, and operating in challenging terrains. It will cover specialized techniques and considerations for these situations.

Chapter 7: Technological Advancements in Load Planning

This chapter will discuss the role of technology in modern load planning, including the use of software, mobile apps, and other tools to aid in the process.

Conclusion: Maintaining Efficiency and Safety Through Consistent Load Planning

Consistent and accurate load planning is crucial for maintaining efficiency and safety in Army operations. By adhering to the principles outlined in this guide, you can significantly reduce the risk of accidents, delays, and mission failures. This ebook provides the foundation for mastering the art of load planning, enabling you to contribute to the success and safety of your unit.

FAQs

1. What are the penalties for improper load planning in the Army? Penalties can range from disciplinary action to legal repercussions, depending on the severity of the incident.
2. What is the best way to secure a load of loose items? Use nets, straps, and bulkheads to contain and secure loose items effectively.
3. How do I calculate the center of gravity of a load? There are various methods depending on the complexity of the load. Some involve simple calculations based on weight and distribution, others might utilize specialized software.
4. What are the different types of load plan forms used in the Army? The specific forms vary based on the type of vehicle, cargo, and mission.
5. How often should a load plan be reviewed and updated? Before every transportation mission, particularly if there are changes to cargo or vehicle.
6. What are the legal requirements for transporting hazardous materials? Stringent regulations govern hazardous material transport, including specific packaging, labeling, and handling requirements.
7. What resources are available for additional training on load planning? Your unit's logistics section or higher headquarters will likely provide relevant training materials and courses.
8. What software programs are commonly used for load planning in the Army? Various commercial and military-specific software packages are available, depending on the needs of the unit.
9. How do I handle unexpected issues during a load plan execution? Have a contingency plan, communicate effectively with your team and superiors, and adjust as needed while prioritizing safety.

Related Articles:

1. Army Vehicle Capacity and Weight Limits: A detailed guide to the weight and capacity limitations of different military vehicles.
2. Hazardous Materials Transportation in the Military: Explores regulations and procedures for transporting hazardous materials.
3. Military Load Securing Techniques: An in-depth look at advanced load securing methods and best practices.
4. Center of Gravity Calculation for Military Loads: A comprehensive guide to calculating center of gravity for various loads.
5. Army Logistics and Transportation Management: An overview of the broader logistics and transportation systems within the Army.
6. Risk Assessment in Military Transportation: Explains how to conduct a thorough risk assessment

before and during transportation.

7. Military Vehicle Maintenance and Inspection: Important information on vehicle maintenance and inspections to ensure roadworthiness.

8. Emergency Procedures for Military Transportation Incidents: Steps to take in the event of an accident or incident during transportation.

9. The Role of Technology in Modern Military Logistics: Explores the impact of technological advancements on military logistics and transportation.

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load plan form army: *Multiservice Helicopter Sling Load* Coast Guard, 2019-06-21 Multiservice Helicopter Sling Load: Basic Operations And Equipment COMDTINST M13482.2B; TM 4-48.09 (FM 4-20.197); MCRP 4-11.3E; NTTP 3-04.11; AFMAN 11-223 On the Cover: K9 Piper is one of the very special dogs that keep airports safe. You can find Piper's social media accounts by searching: @airportsk9. This manual is one of a series of manuals for aviation and ground personnel who perform helicopter sling load missions ashore or aboard ship. These manuals are a coordinated effort of the US Army, US Marine Corps, US Navy, US Air Force, and US Coast Guard. All services participate in the sling load certification program begun by the Army in 1984. These manuals include standardized rigging procedures and other information from that program. Efforts were made to standardize ground crew and hookup procedures and terminology. The terms helicopter and aircraft refer to vertical lift aircraft that participate in sling load operations. Where service-unique requirements apply to an entire chapter or body of text, the service initials are at the beginning of the chapter or text. Otherwise the initials are at the end of the applicable sentence. The information in this manual will familiarize personnel with the sling sets, cargo nets, and other sling load

equipment in the DOD inventory. It will also acquaint them with the helicopters used for sling load and provide basic procedures for rigging and hooking up loads. Rigging equipment and procedures described in this manual may not be authorized for all aircraft or services because of equipment or service restrictions. This manual does not provide details on aviation operations nor does it present detailed data that is normally contained in unit standing operating procedures (SOPs). Why buy a book you can download for free? We print the paperback book so you don't have to. First you gotta find a good clean (legible) copy and make sure it's the latest version (not always easy). Some documents found on the web are missing some pages or the image quality is so poor, they are difficult to read. If you find a good copy, you could print it using a network printer you share with 100 other people (typically its either out of paper or toner). If it's just a 10-page document, no problem, but if it's 250-pages, you will need to punch 3 holes in all those pages and put it in a 3-ring binder. Takes at least an hour. It's much more cost-effective to just order the bound paperback from Amazon.com This book includes original commentary which is copyright material. Note that government documents are in the public domain. We print these paperbacks as a service so you don't have to. The books are compact, tightly-bound paperback, full-size (8 1/2 by 11 inches), with large text and glossy covers. 4th Watch Publishing Co. is a HUBZONE SDVOSB. <https://usgovpub.com>

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load plan form army: *Ask a Manager* Alison Green, 2018-05-01 From the creator of the popular website Ask a Manager and New York's work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There's a reason Alison Green has been called "the Dear Abby of the work world." Ten years as a workplace-advice columnist have

taught her that people avoid awkward conversations in the office because they simply don't know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You'll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit “reply all” • you're being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate's loud speakerphone is making you homicidal • you got drunk at the holiday party Praise for *Ask a Manager* “A must-read for anyone who works . . . [Alison Green's] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work.”—Booklist (starred review) “The author's friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers' lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience.”—Library Journal (starred review) “I am a huge fan of Alison Green's *Ask a Manager* column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor.”—Robert Sutton, Stanford professor and author of *The No Asshole Rule* and *The Asshole Survival Guide* “*Ask a Manager* is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way.”—Erin Lowry, author of *Broke Millennial: Stop Scraping By and Get Your Financial Life Together*

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