

- 6** **How China Sees the World
And How We Should See China**
Lt. Gen. H. R. McMaster, U.S. Army, Retired
The former White House national security adviser offers his unique insight into the United States' foremost adversary in this excerpt from McMaster's book Battlegrounds: The Fight to Defend the Free World.
- 14** **Decentralized Deterrence
Reinvigorating the Army's Deterrence
Impact in the Face of a Modernized
People's Liberation Army**
Frank Hoffman
Decentralizing the U.S. forces in the U.S. Indo-Pacific region would mitigate China's first-strike capabilities and enhance deterrence of foreign aggression in the region. This article won third place in Military Review's 2021 Gen. William E. DePuy Special Topics Writing Competition.
- 21** **Maximizing Engagement
Area Lethality
A Tale of Two Doctrines**
Maj. Justin K. Bateman, U.S. Air Force
The inclusion of "weaponizing" during engagement area development would harness modern terminal ballistic effects and ultimately maximize engagement area lethality.
- 31** **Conflict, Chaos, and Auftragstaktik
Modern Insight on Mission Command
Pitfalls from German Leadership at the
First Battle of the Marne**
Capt. Clayton B. Jaksha, U.S. Army
World War I holds many lessons for the modern military leader. The actions of German commanders at the First Battle of the Marne illuminate pitfalls in mission command execution that are relevant to modern leaders in large-scale combat operations.
- 41** **Preventing a Short Jump across a
Wide Ditch
Fully Embracing Mission Command to
Avoid a Multi-Domain Disaster**
Maj. Robert Rose, U.S. Army
The Army must fully embrace mission command through organizational, doctrinal, and training changes to avoid a military disaster by entering a peer fight with a high-risk concept of warfare that is not supported by its decision-making capabilities.
- 54** **Gaining the Advantage
How Patton's Unique Information Forces
and Competitive Approach to Information
Enabled Operational-Level Success in
August 1944**
Maj. Spencer L. French, U.S. Army
Generating an information advantage over the German forces allowed Patton's Third Army to gain and maintain the initiative, manage prudent risk, anticipate decisions, and extend its operational reach throughout the pursuit across France. This article is condensed from the author's thesis, which received the Command and General Staff Officer Course's Birrer-Brookes Award for outstanding Master of Military Arts and Sciences thesis.

67 Reorganizing Around Combat Casualty Care

Can Army Medicine Negate the Peacetime Effect?

Col. Michael J. Tarpey, MD, U.S. Army

A medical expert explains how the Army's Medical Command must reorganize and refocus on establishing and sustaining a medical force that is completely prepared to treat casualties from large-scale combat operations on the first day of the next war.

81 The Lesson of the Security Force Assistance Brigade in Africa

Find the Authority to Compete and Win

Maj. Spencer D. Propst, U.S. Army

A foreign area officer posits that for the security force assistance brigade (SFAB) to fulfill its desired role in competition, crisis, and conflict, it is incumbent upon U.S. strategic leaders to develop and employ more appropriate authorities for SFAB activities globally.

90 Support the Fight!

The U.S. Army, the Joint Force, and the Indo-Pacific

1st Lt. Joshua Ratta, U.S. Army

To properly envision and articulate Army support for the joint force in the Indo-Pacific region, all Army Pacific efforts should be categorized into three distinct missions: set the joint force, sustain the joint force, and provide Army support to partner nations. This article won second place in Military Review's 2021 Gen. William E. DePuy Special Topics Writing Competition.

99 Speed versus Quality

A Cautionary Tale of the M-16 in Vietnam

Maj. Dallas Durham, U.S. Army

The author examines the history of the Army's flawed M-16 rifle acquisition process and provides valuable lessons from it for today's military professionals.

109 The Congressional Delegation

A Great Opportunity to Build Trust and Inform Strategic Decisions

Col. Nathan Cook, U.S. Army

Maj. Patrick W. Naughton, U.S. Army Reserve

Understanding the history and purpose of a congressional delegation, what it is, who the key organizations are, and the fundamentals of executing a successful visit will help Army leaders prepare to host congressional travel delegations to inform members of Congress as they enact policy as well as authorize and ultimately fund the military.

116 Advanced Strategic Leadership Studies Program

Barry M. Stentiford

The director of the Advanced Strategic Leadership Studies Program describes the program and explains the benefits of attendance for students and the Army.

REVIEW ESSAY

123 An Impeccable Spy

Richard Sorge, Stalin's Master Agent

Lt. Col. John H. Modinger, PhD, U.S. Air Force, Retired

The author critiques a book by Owen Matthews that provides an amazing tale of espionage by a master Russian spy.