

## 6 Preparing for the Unexpected Enhancing Army Readiness in the Arctic

Lt. Col. Kirby R. "Bo" Dennis, U.S. Army

*The Army must take steps to enhance its Arctic posture through a training-and-equipping effort commensurate with the theater's increasing strategic importance.*

## 14 Lethal Weapon

### Combatives and Mental Skills Training to Ensure Overmatch in the Close-Combat Fight

Lt. Col. Peter R. Jensen, U.S. Army, Retired  
Lt. Col. Andy Riise, U.S. Army

*Combatives training provides one of the few environments that generates stress responses in soldiers similar to those engendered by combat. The collaboration between the Modern Army Combatives Program and Ready and Resilient performance centers provides opportunities to mitigate the performance risk from the stress response and provides the tools for soldiers to perform optimally.*

## 23 Larger War, Smaller Hospitals?

Sanders Marble, PhD

*The author discusses the conundrum of battlefield challenges that will likely result in the event of large-scale combat operations (LSCO) that make rapid evacuation of casualties impossible at certain times and places, including observing that the currently envisioned size of the deployed medical capabilities to support LSCO may be too small.*

## 32 A Russian Military Framework for Understanding Influence in the Competition Period

Tom Wilhelm

*The director of the Foreign Military Studies Office suggests developments of the Russian military's General Staff reveal a useful model for examining all levels of influence in the competition period, when conditions in the operational environment are below the threshold of armed conflict.*

## 42 Operationalizing Artificial Intelligence for Algorithmic Warfare

Courtney Crosby, PhD

*The Department of Defense's ability to operationalize artificial intelligence (AI) is relatively new. The author discusses how operationalizing AI is one way of gaining a military advantage and provides a framework to achieve this goal and avoid adversarial overmatch.*

## 52 Ensuring the Political Loyalty of the Russian Soldier

Maj. Ray C. Finch, U.S. Army, Retired

*Russian leadership has worked to ensure the loyalty and devotion of those charged with defending the Russian state. To this end, Kremlin efforts include the reintroduction of the Main Military-Political Directorate into the Russian armed forces with the goal of ensuring "the traditional spiritual and moral values of Russian Society."*

## 68 The People's Bank of China's Monetary Armament

### Capabilities and Limitations of Evolving Institutional Power

Lt. Johnathan D. Falcone, U.S. Navy

*The battlespace in modern warfare has expanded to the economic domain. According to the author, it is strategically necessary for the United States and the Federal Reserve to maintain influence over and leadership of the international financial system.*

## 86 The National Liberation Army (ELN), Early 2020

Lt. Col. Geoffrey Demarest, JD, PhD, U.S. Army, Retired

*An expert on Latin America provides an analysis of National Liberation Army activities, goals, and relationships with other regional guerrilla forces and criminal elements.*

## 99 The Strategic Relevance of Tic-Tac-Toe

Maj. Amos C. Fox, U.S. Army

*The author uses the game of tic-tac-toe as a useful metaphor to discuss several key concepts in his discourse on U.S. military strategy.*

## 108 Punching Above Our Weight

### The New Infantry Tactics of the 2nd Cavalry Regiment

Lt. Col. Timothy Wright, U.S. Army  
Capt. Victoria Hulm, U.S. Army  
Command Sgt. Maj. Daniel Rose, U.S. Army

*Three members of the 2nd Cavalry Regiment describe how their unit's unique task organization allows it to fight as no other infantry formation in the U.S. Army.*

## 123 Tactical Data Science

Col. Harry D. Tunnell IV, PhD, U.S. Army, Retired

*The author opines that soldiers are not trained to use today's digital tools to exploit the modern data-rich tactical environment. He proposes a set of skills and competencies for digital transformation at the tactical level of war that can easily be taught by the institutional Army and be sustained with small-unit training.*

## 138 The Battlefield Development Plan A Holistic Campaign Assessment to Inform the Army Modernization Enterprise

Lt. Col. Wilson Blythe Jr., U.S. Army  
David Farrell  
Tim Jacobsen  
James Owens

*The U.S. Army has developed a new operational concept, The United States Army in Multi-Domain Operations 2028, primarily to meet the challenges presented by its peer and near-peer adversaries. The Battlefield Development Plan drives continuous experimentation and analysis to refine and integrate the forces, concepts, and capabilities required to execute multi-domain operations.*

## REVIEW ESSAY

## 151 Istanbul

### A Tale of Three Cities

Robert D. Spessert, JD

*The author critiques a book by Bettany Hughes that describes the history and impact of what is today called Istanbul.*

## LETTER TO THE EDITOR

154 *A reader comments on a previous article.*