

## 8 Cyber Considerations of a Resistance Operating Concept

### The Subversive Potential of Persuasive Technology

Jason A. Spitaletta, PhD

Maj. Michael B. Matthaues, U.S. Army

Michael Guadian

*The cyber domain affords the opportunity to apply psychological targeting to conduct precise engagements at scale, not simply mass persuasion, contributing to the subversive nature of cyberspace operations.*

## 26 Lessons in Reconstitution from the Russia-Ukraine War

### Gaining Asymmetric Advantage through Transformative Reconstitution

Maj. Thomas Haydock, PhD, Washington Army National Guard

Maj. Jack Meeker, U.S. Army National Guard

*The Army can absorb lessons learned from the Russia-Ukraine War and create a superior model for force expansion and reconstitution to deter now and win the next fight by dominating the potential transition to protraction. This article won first place in the 2024 General William E. DePuy Special Topics Writing Competition.*

## 42 Meeting Expectations

### Failure in Ukraine Will Not Change the Russian Aerospace Defense Force

Lt. Col. F. Jon "Spinner" Nesselhuf, U.S. Air Force

*The invasion of Ukraine has not led to a significant reformation in the Russian Aerospace Defense Force's strategy, operations, or tactics. Russia is not trying to build an American-style air force. This article won second place in the 2024 General William E. DePuy Special Topics Writing Competition.*

## 54 Classical Methods of Influence Applied to Contemporary Military Leadership

Maj. Joseph D. Schmid, U.S. Army

*Leaders can use classical leadership techniques espoused by Aristotle and Marcus Aurelius to provide clear and concise purpose, direction, and motivation to their soldiers. This article won second place in the 2024 General Douglas MacArthur Military Leadership Writing Competition.*

## 61 Toward a Leadership Theory for Mission Command

Commandant Gavin Egerton, Irish Army

*Certain leadership theories have characteristics that individually and collectively contribute to an aggregated leadership theory congruent with the essence of mission command, and leaders should adjust their leadership style to suit their ability, the ability of their subordinates, and the nature of the situation and task. This article won third place in the 2024 General Douglas MacArthur Military Leadership Writing Competition.*

## 68 Reconstituting Partner Forces in Conflict

### A Global Unity of Effort

Lt. Col. John T. O'Connell, U.S. Army National Guard

*The U.S. military must cooperate with NATO and other allies and partners to build a collective network of capabilities and resources that can be used to train, advise, and assist partner nations with reconstituting their forces while in contact with the enemy and with no guarantees of interoperability.*

## 78 Black on Ammunition, Green on Forecasting

### Ammunition Lessons Learned from a DIVARTY in a Division Warfighter Exercise

Maj. Mikhail "MJ" Jackson, U.S. Army

*Traditional sustainers will consider being "black" on ammunition as indicative of a critical shortage or potential shortfall in supply, but one unit employed unconventional forecasting techniques and conducted in-depth ammunition analysis to navigate potential shortfalls and achieving its mission objectives.*

## 86 Achieving Decision Dominance The Arduous Pursuit of Operationalized Data

Capt. Alexander K. Adkins, U.S. Army

*Army leaders must delineate roles and responsibilities for achieving decision dominance with data to empower commanders at echelon.*

## 96 Operating In a Multidomain Environment

### Combat Support Training Exercise 86-24-02

Col. Jon V. Erickson, U.S. Army Reserve

*One unit has modernized its training environment to practice operating in a dynamic and complex multidomain training environment against a peer adversary when the use of cyber or electromagnetic capabilities have been denied or degraded.*

## 104 The Problem with Convergence

### Dispelling the Illusion Surrounding the Tactical Application of Offensive Space and Cyberspace Capabilities

Maj. Trevor M. Brown, U.S. Army

*Leaders at all echelons should approach the offensive space and cyberspace capabilities frequently associated with convergence as nothing more than an extension of combined arms and remain prepared to rapidly exploit opportunities by understanding and maximizing the utility of all capabilities at their disposal regardless of domain.*

## 116 Homeland Joint Interagency Task Force

### Can It Better Deliver Planning, Coordination, and Information Sharing Protocols to Counter Transnational Criminal Threats?

Cmdr. Jonathan K. Corrado, PhD, U.S. Navy Reserve

*The success of Joint Interagency Task Force (JIATF) South provides an exceptional blueprint for the Department of Defense to form a JIATF North to combat the growing threat imposed by transnational criminal organizations in the United States.*

## 123 Can the President Federalize the National Guard?

Lt. Col. Ryan P. Hovatter, Florida Army National Guard

*Historical evidence shows that while it is well within the president's constitutional powers to federalize a state's National Guard to uphold the law, it is an uncommon and limited practice.*

## 132 Preparing for Hot Conflicts

### Army Training and Operations in a Warming World

Maj. Erik M. Patton, RG, PhD, U.S. Army

Christopher L. Chapman, PhD

Gabrielle E. W. Giersch, PhD

*In the diverse regions where the Army operates, hotter local temperatures will continue to occur more frequently and be more extreme than previously recorded, and military leaders must understand how the future operational environment will be impacted and how to adapt to mitigate heat risk during deployments.*

## 146 The U.S. Military Risks Mineral Shortages in a U.S.-China War

### Lessons from World War I, World War II, and the Korean War

Gregory D. Wischer

*The U.S. military has experienced mineral shortages during previous wars, and mineral shortages in a potential U.S.-China war may not only prolong the conflict but, if severe enough, also contribute to a U.S. defeat.*

## REVIEW ESSAY

## 158 Robert E. Lee and Me

### A Southerner's Reckoning with the Myth of the Lost Cause

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

*The author critiques a book by Ty Seidule that provides an intimate look at Robert E. Lee's youth and career within the military and challenges deeply held myths about the Civil War and what it was really all about.*