43 Mobilizing in the Twenty-First Century
Col. Chris H. Bachmann, U.S. Army
There are many significant challenges to mobilization when facing a peer or near-peer competitor in large-scale combat operations. Ultimately, the United States only needs to mobilize better than its enemies.

52 The Red Ball Express
Past Lessons for Future Wars
Christopher Carey, PhD
The European theater of operations during the Second World War provides a pertinent historical example for sustainers to prepare for large-scale combat operations. A military historian recommends that the Army examines the valuable sustainment lessons of the Red Ball Express.

65 Army Counter-UAS 2021–2028
Maj. Benjamin Scott, U.S. Army
Unmanned aircraft systems (UAS) present threats to U.S. Army forces today and should be anticipated to continue to do so. Development of U.S. Army counter-UAS capabilities and an effective counter-UAS approach are essential to meeting the challenges of the battlefields of today and the battlefields of the future.

81 Leveraging Multi-Domain Military Deception to Expose the Enemy in 2035
Lt. Col. Stephan Pikner, PhD, U.S. Army
By threatening U.S. access into a theater and denying the assembly areas needed for staging, U.S. adversaries can undercut America’s preferred, expeditionary way of war. However, future U.S. land forces can proactively unmask and strike assets central to the anti-access/area denial system by leveraging multi-domain military deception. This article was a 2020 General Sir William E. DePuy Special Topics Writing Competition entry.
88 Analytic Tradecraft Standards
An Opportunity to Provide Decision Advantage for Army Commanders
Lt. Col. Robert W. Schmor, U.S. Army
Maj. James S. Kwoun, U.S. Army

The U.S. Army lacks tradecraft standards to ensure analytic rigor throughout the intelligence process. The nine analytic tradecraft standards used by the intelligence community could be adopted by the Army Military Intelligence Corps to alleviate this shortfall and further professionalize Army all-source analysis.

101 From Cambrai to Cyberspace
How the U.S. Military Can Achieve Convergence between the Cyber and Physical Domains
Maj. Anthony M. Formica, U.S. Army

Convergence, the continual merging of the effects of the digital and physical worlds, requires new mentalities as much if not more than it requires new equipment. The Army and joint force cooperatively need to consider the challenges that convergence poses to U.S. elements of national power, its ethical and legal approaches to warfighting, and its conception of the profession of arms.

124 The Impact of Subordinate Feedback in Officer Development
Assessments, Feedback, and Leadership
Maj. Carlos De Castro Pretelt, U.S. Army

The author discusses how the Army’s recent changes to how it evaluates field grade officers, and in particular, the selection for command positions, may finally provide enough incentive to incorporate subordinate feedback in the development of officers as a necessary requirement for the advancement of its best leaders.

112 Operationalizing Culture
Addressing the Army’s People Crisis
Col. Joseph E. Escandon, U.S. Army

Cultural change in the Army is more than an enabler, it is a decisive fight requiring a dedicated effort to ensure strategic guidance is executed at the lowest echelons. Only the operationalization of culture at the brigade-and-below level will provide the leadership and focus required for success.

131 The Well-Intentioned, Zero-Defect Officer Corps
Maj. Robert E. Murdough, U.S. Army

Army policies and the proliferation and overuse of centralized records systems combine to produce a compliance-focused environment that favors a zero-defect, risk-averse officer corps in ways that are contrary to the Army’s interests. This article was a 2020 General Douglas MacArthur Military Leadership Writing Competition entry.

138 Adaptation under Fire
How Militaries Change in Wartime
Col. James Kennedy, U.S. Army, Retired

The author critiques a book by David Barno and Nora Bensahel that explains one of the most difficult aspects of the military for people to understand—the complexity and importance of change in the military, especially while in conflict.

141 A reader comments on a previous article.