

4 Reinenergizing the Army's Approach to Mission Command

It's Okay to Run with Scissors (Part 1)

Gen. Stephen J. Townsend, U.S. Army
Maj. Gen. Douglas Crissman, U.S. Army
Maj. Kelly McCoy, U.S. Army

There is a significant difference between what mission command should be versus what actually happens, according to the commander of the U.S. Army Training and Doctrine Command and his fellow authors. They believe the Army must reenergize its approach to mission command by evolving its doctrine, adapting leader development, and refining its training. This article was previously published by Military Review as an online exclusive in April 2019.

10 Responding to the Perfect Storm

The U.S. Army Corps of Engineers and Disaster Response in Puerto Rico, 2017

Brig. Gen. Diana M. Holland, U.S. Army

A senior leader in the U.S. Army Corps of Engineers describes its unique missions and the situation it faced during recent hurricane recovery operations in Puerto Rico. She then assesses the operation and makes recommendations for responding to potentially worse future natural disasters.

26 Civil Authority in Manbij, Syria

Using Civil Affairs to Implement Stabilization Activities in Nonpermissive Environments

Lt. Col. Peter S. Brau, U.S. Army

An experienced civil affairs officer describes how early and adequate planning among Departments of Defense and State, the U.S. Agency for International Development, and local civil authorities was critical to the successful introduction of humanitarian aid and the eventual rebuilding of Manbij, Syria, after the town was liberated from Islamic State control. This article was previously published by Military Review as an online exclusive in February 2019.

37 How We Win the Competition for Influence

Lt. Col. Wilson C. Blythe Jr., U.S. Army
Lt. Col. Luke Calhoun, U.S. Army

Victories on the twenty-first century's physical battlefields will be fleeting unless tied to an integrated information operations campaign. The achievement of campaign and strategic objectives requires a sustained competitive advantage over other actors in the ability to influence outcomes in the information domain.

48 Symphony or Jazz Mission-Planning Timelines

Capt. Victoria Hulm, U.S. Army

The tempo of historical combat operations demands a unit that can respond quickly—"play jazz." But, our training centers allow too much time to "compose a symphony" of precise synchronization—which is unrealistic in combat operations. The author uses this music metaphor to describe changes over time to operational tempo during large-scale combat operations.

60 Targeting in Multi-Domain Operations

Maj. Kyle David Borne, U.S. Army

Using lessons gleaned from several military exercises, the author examines each phase of the joint targeting cycle and highlights key aspects of targeting in the multi-domain environment.

68 When the Balloon Goes Up High-Altitude for Military Application

Lt. Col. Anthony Tingle, U.S. Army

The author describes the pros and cons of using high-altitude balloons as a resilient and redundant complement to satellites and considers their military applications.

75 Decision Conflict in Army Leaders

Adrian Wolfberg, PhD

The author explores how conflict affects the decision-making of military leaders by identifying decision contexts and decision conflicts and offering a framework for leader decision-making self-assessment.

84 Russian Forecasts of Future War

Lt. Col. Timothy L. Thomas, U.S. Army, Retired

A Russian expert examines the writings of contemporary military analysts from that country to describe the Russian military's approach to future war planning.

94 Use of the Brazilian Military Component in the Face of Venezuela's Migration Crisis

Maj. George Alberto Garcia de Oliveira, Brazilian Army

The author provides a detailed overview of the actions taken by the Brazilian armed forces in response to directives of its government to deal with the refugee crisis on Brazil's border with Venezuela resulting from the economic and political collapse of the Venezuelan state. This article was previously published by Military Review as an online exclusive in October 2018.

109 Enabling Leaders to Dominate the Space Domain

Capt. Nicholas Deschenes, U.S. Army

Codifying international norms and behaviors regarding the space domain will establish a position of strength for national leaders to operate from, permit delegation of authorities over space assets down to tactical-level subordinates, and allow them to dominate space by executing effective tactics in defense of U.S. space-based assets.

119 The Gradual Shift to an Operational Reserve

Reserve Component Mobilizations in the 1990s

Capt. Miranda Summers Lowe, U.S. Army National Guard

The author describes the history of how the U.S. Army reserve component shifted from a strategic to an operational reserve, beginning well before 9/11.

REVIEW ESSAY

127 Upon the Fields of Battle

Essays on the Military History of America's Civil War

Christopher M. Rein, PhD

The author critiques a book edited by Civil War historians Andrew Bledsoe and Andrew Lang that effectively bridges the divide between academic and military historians over the relevance of military history.