

6 To Change an Army— Winning Tomorrow

Lt. Gen. Eric J. Wesley, U.S. Army
Chief Warrant Officer 5 Jon Bates, U.S. Army

The director of the Futures and Concepts Center, U.S. Army Futures Command, provides a vision and a framework for how the U.S. Army can achieve modernization to keep pace with the growing parity of peer adversaries.

19 Working to Master Large-Scale Combat Operations

**Recommendations for Commanders to
Consider during Home-Station Training**

Col. Michael J. Simmering, U.S. Army

The commander of Operations Group at the National Training Center offers several valuable lessons learned for commanders at all tactical levels.

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**Developing Leaders Who Can
Turn Threats into Opportunities**

Lt. Col. Richard A. McConnell, DM, U.S. Army, Retired

The author discusses the importance of leaders and planners recognizing and taking advantage of what is known as “exceptional information.”

36 Medical Changes Needed for Large-Scale Combat Operations

**Observations from Mission Command
Training Program Warfighter Exercises**

Col. Matthew Fandre, MD, U.S. Army

The senior medical officer for the Mission Command Training Program describes the challenges of providing medical support in large-scale combat operations based on lessons learned from numerous Warfighter exercises.

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Rommel's Flaw, Slim's Edge

Col. Ronald F. Bellamy, MD, U.S. Army
Col. Craig H. Llewellyn, MD, U.S. Army, Retired

Two medical doctors analyze the contrasting emphasis placed on field sanitation during World War II by German Field Marshal Erwin Rommel and British Lt. Gen. Sir William Slim and the corresponding results. This article was originally published in the May 1990 issue of Army Magazine.

54 Higher Command in War

Field Marshal Sir William Slim

The senior British leader provides his invaluable insights into leadership during a speech to a Command and General Staff College class in 1952. The transcript of his speech was originally published in the May 1990 issue of Military Review.

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**How U.S. Army Air Defense Forces Are
Embracing Field Manual 3-0 and Preparing
for Large-Scale Ground Combat**

Col. Judson Gillett, U.S. Army
Maj. Catalina Rosales, U.S. Army
Maj. Brandon Thompson, U.S. Army
Maj. Grady Stebbins, U.S. Army

Air defense units have a new focus for training: support to large-scale combat operations on a highly contested modern battlefield. A quartet of air defense officers explain how they developed an ambitious training strategy to prepare air defense units to meet that challenge.

77 Keep Your Eye on the Prize

The Importance of Stability Operations

Col. George F. Oliver, PhD, U.S. Army, Retired

Military and civilian strategic and operational planners need to keep a focus on the desired end state no matter what kind of war is being fought, according to this Naval War College professor.

92 The People's Protection Units' Branding Problem

Syrian Kurds and Potential Destabilization in Northeastern Syria

Lt. Cmdr. Joshua M. M. Portzer, U.S. Navy

The author argues that the People's Protection Units (YPG) must distance itself from the Kurdistan Workers' Party (PKK) to appease Turkey, and shaping the YPG's messaging and dialogue with Turkey should be the Syrian Kurds' main line of effort.

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Pivoting Back to Communications Superiority

Maj. Matthew S. Blumberg, U.S. Army

A signal officer relates how the U.S. Army's ability to apply tactical communications is far from ready for the next major war and is in urgent need of transformational change.

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Harnessing Nonviolent Action

Maj. John Chambers, U.S. Army
Dr. Lionel Beehner

The current operational environment is giving rise to forms of warfare that are nonviolent by design, and American soldiers will find themselves increasingly tasked to take on issues outside the bounds of simply killing the enemy to achieve the Nation's strategic objectives.

127 The President's Pardon Power

Dr. Michael J. Davidson

Many former members of the military and others seeking to avoid military service have been the recipients of presidential pardons. The author details the history of the presidential pardon, and the source and scope of the president's authority to offer such pardons.

REVIEW ESSAY

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The Hidden Power of What You Say— and What You Don't

Lt. Col. Michael Bundt, U.S. Army

The author critiques a book by L. David Marquet in which the author explains how to implement intent-based leadership.

SPECIAL FEATURE

141 National Guard Contributes to COVID-19 Fight

Military Review Staff

In a special feature, Military Review highlights the past and present efforts of the National Guard in fighting pandemic diseases.