

- 10 The Graveyard of Command Posts**
What Chornobaivka Should Teach Us about Command and Control in Large-Scale Combat Operations
Lt. Gen. Milford "Beags" Beagle, U.S. Army
Brig. Gen. Jason C. Slider, U.S. Army
Lt. Col. Matthew R. Arrol, U.S. Army
To fight and win on the modern battlefield in large-scale combat operations, Army command posts must become more flexible, agile, and resilient while not sacrificing effectiveness.
- 25 Decided among the Cities**
The Past, Present, and Future of War in Urban Environments
Maj. Michael G. Anderson, U.S. Army
The physical and infrastructure characteristics of cities naturally and geographically can make control of them critical for victorious military campaigns. The one who can seize and hold the city controls, or just denies, crucial capabilities to military operations.
- 33 Analysis of Land Army Maintenance Techniques in the War in Ukraine**
Col. Marinko Aleksić, PhD, Army of Montenegro, Retired
Col. Sead Cvrk, PhD, Army of Montenegro, Retired
Col. Dražen Božović, PhD, Army of Montenegro, Retired
Three officers from the army of Montenegro analyze the maintenance of combat systems in support of ground operations on both sides in the initial period of the war in Ukraine.
- 46 Fighting with Agility**
The 162nd Armored Division in the 1973 Arab-Israeli War
Lt. Col. Nathan A. Jennings, PhD, U.S. Army
The actions of the 162nd Armored Division of the Israel Defense Forces in the final stages of the 1973 Arab-Israeli War provide a useful example of a formation that negotiated a rapid series of tasks and transitions to enable a high-risk counteroffensive.
- 58 A Sad and Bloody Business**
Land Force Lessons from the Falklands, Forty Years On
Lt. Col. Robert S. Krenzel Jr., U.S. Army, Retired
In looking at the British joint campaign in the Falklands from a land force perspective, we can learn much about force projection, forcible entry, expeditionary warfare, and the limitations and the challenges facing our joint partners.
- 67 Culture Change and People First**
Creating a Culture that Acts as the Antibody to the Corrosive Elements
Lt. Col. Michael Soyka, U.S. Army
Creating units with the type of culture that makes people want to be there and willingly tell their friends about has impacts beyond the unit, encouraging soldiers to reenlist and causing young soldiers to spread positive opinions about the Army, which has a positive effect on both recruiting and retention.
- 80 Toward a Vernacular of Risk**
Unmirroring Mission Command through Risk Education
Capt. Noah Taylor, U.S. Army
The Army must refine its conception of risk to see it as a commodity that can be transferred between all actors on the battlefield, and it must adopt a vernacular of risk at the company level and below to educate its junior leaders and cultivate a culture of risk awareness that will support decentralized decision-making.

91 **Furthering the Discussion on METT-TC**
Lt. Col. Brian R. Hildebrand, Texas Army National Guard
An author offers a critique of an alternate to the METT-TC mission analysis framework espoused in a previous Military Review article, "A New Combat Analysis Framework."

98 **Nanoenergetic Materials for Microscale Tactical Applications**
James J. Valdes, PhD
Richard S. Potember, PhD
Diane M. Kotras
Military missions require small energy-dense formulations to power future generations of miniature autonomous systems and satellites, and to provide sufficient destructive energy yields in small explosive payloads.

110 **China's Belt and Road Initiative in East Africa**
Finding Success in Failure?
Edward A. Lynch, PhD
The Chinese have significant global objectives in mind, specifically to change the international system, and the Belt and Road Initiative projects can contribute to those objectives whether these projects achieve their stated goals.

124 **Peace Games**
Preparing U.S. Officials for Challenges and Opportunities Abroad
Kathryn Elliott
Thomas P. Sheehy
with Ambassador David C. Miller Jr., Retired
The uniformed services conduct war games of various scales and varieties as an integral part of training their personnel, but there is no equivalent that allows civilians to practice winning the peace. The Peace Game can address that shortcoming.

133 **Upon the Fields of Friendly Strife**
An "Athletic Charter" to Reform the Army's Sports Culture and Build Better Leaders
Maj. Scott A. Clark, U.S. Army
The Army's Holistic Health and Fitness and combatives programs complement athletics as an essential element of physical and tactical readiness, but both fall short in replicating the benefits unique to competitive sports.

REVIEW ESSAY

148 **On Killing Remotely**
The Psychology of Killing with Drones
Chaplain (Capt.) Caleb J. Miller, U.S. Army
The author critiques a book by Wayne Phelps, a retired Marine squadron commander, that draws on his experience and research to offer a wealth of background information, analysis, and best practices concerning remotely piloted aircraft.