



Military Review

**Lieutenant General
William B. Caldwell IV**

*Commander, USACAC
Commandant, CGSC*

COL John J. Smith
Director and Editor in Chief

LTC Gary Dangerfield
Deputy Director

MAJ Sharon L. Russ
*Executive Officer and
Marketing/Production Manager*

Editorial Staff

Marlys Cook, LTC, USA (Ret.)
Managing Editor

**Peter D. Fromm, LTC,
USA (Ret.)**
Supervisory Editor

John Garabedian
Associate Editor

Elizabeth J. Brown
Associate Editor

Nancy Mazzia
Books and Features Editor

Barbara Baeuchle
Visual Information Specialist

Linda Darnell
Administrative Assistant

Michael Serravo
*Visual Information Specialist,
Webmaster*

Editorial Board Members

BG(P) Edward C. Cardon
Deputy Commandant, CGSC

Clinton J. Ancker III, Director,
Combined Arms Doctrine Directorate

Robert Baumann, Director,
CGSC Graduate Program

COL Stefan Banach, Director,
School of Advanced Military Studies

Gregory Fontenot, Director,
*University of Foreign Military and
Cultural Studies*

Lester W. Grau
Foreign Military Studies Office

Thomas Jordan, Director,
*Capability Development Integration
Directorate*

William G. Robertson
Director, Combat Studies Institute

COL Daniel S. Roper, Director, USA/
USMC Counterinsurgency Center

Lon R. Seglie, Chief,
Publication Division

Center for Army Lessons Learned
Dennis Tighe, Deputy Director;
Combined Arms Center-Training

Consulting Editors

**Colonel Sergio Luiz
Goulart Duarte**
*Brazilian Army,
Brazilian Edition*

**Colonel Mario A.
Messen Cañas**
*Chilean Army,
Hispano-American Edition*

FEATURED ARTICLES

2 Refighting the Last War: Afghanistan and the Vietnam Template

Thomas H. Johnson and M. Chris Mason

America lost in Vietnam because of a failure to establish legitimacy and the inability to protect the people from insurgents. The same failures loom now in Afghanistan.

15 Conscription, the Republic, and America's Future

Adrian R. Lewis, Ph.D.

The United States needs to expand the size of the Army and Marine Corps by reinstituting the draft.

25 Transformation and the Irregular Gap

Major Kenneth J. Burgess, U.S. Army

Modernizing our Army for irregular conflicts in the 21st century will require profound changes in personnel, equipment, and unit structure.

35 Breaking Tactical Fixation: The Division's Role

*Brigadier General Alan Batschelet, U.S. Army; Lieutenant Colonel Mike Runey, U.S. Army; and
Lieutenant Colonel Gregory Meyer Jr., U.S. Army*

In an era of persistent conflict and evolving doctrine, the Army must aggressively address organization, functions, and roles of the division headquarters.

43 MiTT Advisor: A Year with the Best Division in the Iraqi Army

Colonel Timothy Deady, U.S. Army Reserve, Retired

The 8th Iraqi Army Division may well become the first division-size force in Iraq to no longer require U.S. advisors.

57 Russia's Military Performance in Georgia

Tor Bukkvoll, Ph.D., Norway

Russian operations in Georgia demonstrated that a large force of organized, trained, and equipped troops could defeat a small force partially equipped by the U.S.

63 Revolutionary Management: The Role of the *Fuerzas Armadas Revolucionarias* in the Cuban Economy

Terry L. Maris, Ph.D.

A thorough examination of Cuban history reveals an *evolution* of the revolution.

69 Competency vs. Character? It Must Be Both!

Lieutenant Colonel Joe Doty, U.S. Army, Ph.D., and Major Walt Sowden, U.S. Army

The Army should abolish stand-alone ethical or character development training and embed it into all its training and education experiences.

77 Developing Creative and Critical Thinkers

Colonel Charles D. Allen, U.S. Army, Retired, and Colonel Stephen J. Gerras, Ph.D., U.S. Army, Retired

Two key elements of strategic thinking are creative and critical thinking. The Army must educate its leaders in these skills.

84 Empathy: A True Leader Skill

Lieutenant Colonel Harry C. Garner, U.S. Army, Retired

The leader who harnesses the power of empathy fosters better communication, tighter cohesion, stronger discipline, and greater morale.

93 Emotional Intelligence and the Army Leadership Requirements Model

Lieutenant Colonel Gerald F. Sewell, U.S. Army, Retired

If Army leaders study and apply emotional intelligence, they will be more effective and successful in building strong organizations and teams.

99 The Mentorship Dilemma Continues

Major Edward Cox, U.S. Army

The "Army Mentorship Strategy" is detrimental to Army values and does not result in increased effectiveness.

Cover Photo: George Catlett Marshall by John Edward Bannon, oil on canvas, 1974. (courtesy of the Center for Military History)



Military Review is a refereed journal that provides a forum for original thought and debate on the art and science of land warfare and other issues of current interest to the U.S. Army and the Department of Defense. *Military Review* also supports the education, training, doctrine development, and integration missions of the Combined Arms Center, Fort Leavenworth, Kansas.

104 Getting Off the Treadmill of Time

Colonel Chris Robertson, U.S. Army, and Lieutenant Colonel Sophie Gainey, U.S. Army

The services should seek congressional support to move from a time-based promotion system to implement a system that ties eligibility to competency development.

109 “Below-the-Zone” and Command Selection

Major Vylus M. Leskys, U.S. Army

A former secretariat for Department of the Army Selection Boards asserts that the promotion and command selection board process facilitates the selection of the best officers to meet the Army's future requirements.

INSIGHTS

112 Army Chaplains: Leading from the Middle

Chaplain (Colonel) F. Eric Wester, U.S. Army

Chaplains work “in the middle” to support an ethical Army.

116 BOOK REVIEWS CONTEMPORARY READINGS FOR THE MILITARY PROFESSIONAL

129 INDEX

UNITED STATES POSTAL SERVICE®			
Statement of Ownership, Management, and Circulation (Requester Publications Only)			
1. Publication Title MILITARY REVIEW (English)	2. Publication Number 1 2 3 4 5 6 7 8 9 0	3. Filing Date 23 Sept. 2009	
4. Issue Frequency Bi-Monthly	5. Number of Issues Published Annually 6	6. Annual Subscription Price (If any) n/a	
7. Complete Mailing Address of Known Office of Publication (Not printer) (Street, city, county, state, and ZIP+4®) Military Review 294 Grant Avenue, Bldg 77, Fort Leavenworth, KS 66027-1254	8. Complete Mailing Address of Headquarters or General Business Office of Publisher (Not printer) Same as above	9. Full Names and Complete Mailing Addresses of Publisher, Editor, and Managing Editor (Do not leave blank) Publisher (Name and complete mailing address) NPC, Inc 13710 Dunnington Hwy, Claysburg, PA 16625 Editor (Name and complete mailing address) Colonel John J. Smith 294 Grant Avenue, Bldg 77, Fort Leavenworth, KS 66027-1254 Managing Editor (Name and complete mailing address) Mariya Cook 294 Grant Avenue, Bldg 77, Fort Leavenworth, KS 66027-1254	10. Owner (Do not leave blank. If the publication is owned by a corporation, give the name and address of the corporation immediately followed by the names and addresses of all stockholders owning or holding 1 percent or more of the total amount of stock. If not owned by a corporation, give the names and addresses of the individual owners. If owned by a partnership or other unincorporated firm, give its name and address as well as those of each individual owner. If the publication is published by a nonprofit organization, give its name and address.) Full Name N/A Complete Mailing Address N/A Publication Published in 294 Grant Avenue According to Title 44 and Fort Leavenworth, KS 66027-1254 Army Regulation 25-50
11. Known Bondholders, Mortgagees, and Other Security Holders Owning or Holding 1 Percent or More of Total Amount of Bonds, Mortgages, or Other Securities. If none, check box. None	12. Tax Status (For completion by nonprofit organizations authorized to mail at nonprofit rates) (Check one) The purpose, function, and nonprofit status of this organization and the exempt status for federal income tax purposes: <input type="checkbox"/> Has Not Changed During Preceding 12 Months <input type="checkbox"/> Has Changed During Preceding 12 Months (Publisher must submit explanation of change with this statement)	13. Publication of Statement of Ownership for a Requester Publication is required and will be printed in the issue of this publication. 14. Issue Date for Circulation Data Below Jul. 2009	
PS Form 3526-R, September 2007 (Page 1 of 3) (Instructions Page 3) PSN: 7530-09-000-8055 PRIVACY NOTICE: See our privacy policy on www.usps.com			

13. Publication Title MILITARY REVIEW (English)	14. Issue Date for Circulation Data Below Jul. 2009
15. Extent and Nature of Circulation	
a. Total Number of Copies (Net press run)	7,263
b. Legitimate Paid and/or Requested Distribution (By Mail and Outside the Mail)	
(1) Outside County Paid/Requested Mail Subscriptions stated on PS Form 3541. (Include direct written request from recipient, telemarketing and internet request from recipient, paid subscriptions including normal rate subscriptions, employer requests, advertiser's proof copies, and exchange copies.)	5,126
(2) In-County Paid/Requested Mail Subscriptions stated on PS Form 3541. (Include direct written request from recipient, telemarketing and internet request from recipient, paid subscriptions including normal rate subscriptions, employer requests, advertiser's proof copies, and exchange copies.)	0
(3) Sales Through Dealers and Carriers, Street Vendors, Counter Sales, and Other Paid or Requested Distribution Outside USPS® (e.g. First-Class Mail®)	567
(4) Requested Copies Distributed by Other Mail Classes Through the USPS	1,570
c. Total Paid and/or Requested Circulation (Sum of 15b (1), (2), (3), and (4))	7,263
d. Non-requested Distribution (By Mail and Outside the Mail)	
(1) Outside County Nonrequested Copies Stated on PS Form 3541 (Include Sample copies, Requests Over 2 years old, Requests indicated by a Premium, Bulk Sales and Requests including Association Requests, Names obtained from Business Directories, Lists, and other sources)	0
(2) In-County Nonrequested Copies Stated on PS Form 3541 (Include Sample copies, Requests Over 2 years old, Requests indicated by a Premium, Bulk Sales and Requests including Association Requests, Names obtained from Business Directories, Lists, and other sources)	0
(3) Nonrequested Copies Distributed Through the USPS by Other Classes of Mail (e.g. First-Class Mail®) (Include Pickup Stands, Trade Shows, Showrooms and Other Sources)	0
(4) Nonrequested Copies Distributed Outside the Mail (Include Pickup Stands, Trade Shows, Showrooms and Other Sources)	0
e. Total Nonrequested Circulation (Sum of 15d (1), (2), (3), and (4))	0
f. Total Distribution (Sum of 15c and 15e)	7,263
g. Copies not Distributed (See Instructions to Publishers #4, (page K3))	0
h. Total (Sum of 15f and g)	7,263
i. Percent Paid and/or Requested Circulation (15c divided by 1 times 100)	100%
16. Publication of Statement of Ownership for a Requester Publication is required and will be printed in the issue of this publication. 17. Signature and Title of Editor, Publisher, Business Manager, or Owner Colonel John J. Smith, Director, Military Review Date 23 Sept 2009	
I certify that all information furnished on this form is true and complete. I understand that anyone who furnishes false or misleading information on this form or who omits material or information requested on the form may be subject to criminal sanctions (including fines and imprisonment) and/or civil sanctions (including civil penalties).	
PS Form 3526-R, September 2007 (Page 2 of 3)	

Military Review presents professional information, but the views expressed herein are those of the authors, not the Department of Defense or its elements. The content does not necessarily reflect the official U.S. Army position and does not change or supersede any information in other official U.S. Army publications. Authors are responsible for the accuracy and source documentation of material they provide. *Military Review* reserves the right to edit material. Basis of official distribution is one per 10 officers for major commands, corps, divisions, major staff agencies, garrison commands, Army schools, Reserve commands, and Cadet Command organizations; one per 25 officers for medical commands, hospitals, and units; and one per five officers for Active and Reserve brigades and battalions, based on assigned field grade officer strength. *Military Review* is available online at <http://militaryreview.army.mil>.

Military Review (US ISSN 0026-4148) (USPS 123-830) is published bimonthly by the U.S. Army, CAC, Fort Leavenworth, KS 66027-1254. Paid subscriptions are available through the Superintendent of Documents for \$42 US/APO/FPO and \$58.80 foreign addresses per year. Periodical postage paid at Leavenworth, KS, and additional mailing offices. POSTMASTER: Send address changes to Military Review, CAC, 294 Grant Avenue, Fort Leavenworth, KS 66027-1254.

George W. Casey, Jr.
General, United States Army
Chief of Staff

Official:

JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army 0832908