FEATURED ARTICLES

2  The Top Seven Myths of U.S. Defense Policy Toward the Americas
Frank O. Mora, Ph.D., Deputy Assistant Secretary of Defense for Western Hemisphere Affairs, and Nicholas F. Zimmerman, Special Assistant to the Deputy Assistant Secretary of Defense for Western Hemisphere Affairs
Inconsistencies and fallacies plague the understanding of U.S. policy in the Americas. This article explains the rationale and purpose of U.S. defense policy in the Western Hemisphere.

11  Disarming the Key Leader Engagement
Major General Richard C. Nash and Captain Eric P. Magistad, Minnesota National Guard
When 34th Infantry Division Commander MG Richard Nash assumed command of Multi-National Division-South in southern Iraq, he initiated a key leader engagement program to inform, influence, and educate local Iraqi officials. This article articulates his successful strategy for efficient and productive leader engagements.

21  Thoughts on the Battle for the Mind: IO and COIN in the Pashtun Belt
Commander Larry LeGree, U.S. Navy
A former leader of a provincial reconstruction team asserts that U.S. forces should have a persistent, nuanced, and informed information operations campaign at the center of the COIN strategy in Afghanistan.

33  National Will from a Threat Perspective
E. Margaret Phillips
U.S. adversaries consider the military a proxy target for national will. This article discusses the motivations, tactics, and techniques that could be used against the U.S. in future proxy attacks.

40  Heuristics and Biases in Military Decision Making
Major Blair S. Williams, U.S. Army
The classic Military Decision Making Process is ill-suited for the analysis of problems exhibited in current operations. The complex, ambiguous problems the Army faces today require an emergent style of decision making, where the practitioners are willing to embrace improvisation and reflection.

53  Shared Situational Understanding: Fundamental Principles and Iconoclastic Observations
Richard Stuart Maltz
Shared cultural overlays enable synchronization in warfighting, even in the absence of direct guidance and communication.

59  The Militarization of Gazprom
Lieutenant Commander Cindy Hurst, U.S. Navy Reserve
While the United States has been privatizing its military logistics, Russia is militarizing its corporate security.
68 The Allure of Quick Victory: Lessons from Peru’s Fight against Sendero Luminoso
   Major Michael L. Burgoyne, U.S. Army
Peru did not effectively address social inequities after its defeat of the Shining Path in the 1990s, and the insurgency is reigniting.

74 Talking Grand Strategy
   Commander John T. Kuehn, Ph.D., U.S. Navy, Retired
The war that lasted from 1914 to 1989 is over. The United States should return to the grand strategy that served it well before World War II.

79 A Practical Approach to Cultural Insight
   Colonel Casey Haskins, U.S. Army
The author offers a framework for analyzing cultures, making plans, and informing decisions.

INSIGHTS

88 Now That We’re Leaving Iraq, What Did We Learn?
   Colonel Craig A. Collier, U.S. Army
Our Soldiers are the most lethal on earth. Traditional combat operations worked in Iraq.

94 The Challenge of Leadership in the Interagency Environment
   William J. Davis, Jr., Ph.D.
In the interagency environment, the way to accomplish the mission is to employ the “six C’s”—comprehend, coordinate, cooperate, compromise, consent, and convince.

BOOK REVIEWS

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