



Military Review

**Lieutenant General
Robert L. Caslen, Jr.**

*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

Nancy Mazzia
Books and Features Editor

MAJ Kevin Cutright
Assistant Editor

Julie Gunter
Visual Information Specialist

Linda Darnell
Administrative Assistant

Michael Serravo
*Visual Information Specialist,
Webmaster*

Editorial Board Members

**Brigadier General
Sean B. MacFarland**
Deputy Commandant, CGSC
Clinton J. Ancker, III, Director,
Combined Arms Doctrine Directorate
Robert Baumann, Director,
CGSC Graduate Program

COL Wayne Grigsby, Director,
School of Advanced Military Studies
Gregory Fontenot, Director,
*University of Foreign Military and
Cultural Studies*

Lester W. Grau
Foreign Military Studies Office

John Pennington, Chief
Publication Division

Center for Army Lessons Learned
Thomas Jordan, Director,
*Capability Development Integration
Directorate*

William G. Robertson
Director, Combat Studies Institute
COL Daniel S. Roper, Director, USA/
USMC Counterinsurgency Center
Dennis Tighe, Deputy Director,
Combined Arms Center-Training

Consulting Editors

Colonel Douglas Bassoli
*Brazilian Army,
Brazilian Edition*

Colonel Cristian E. Chateau
*Chilean Army,
Hispano-American Edition*

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. Magstad, 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.

Cover Photo: Ming Dynasty (1368-1644) Imperial cavalry guards depicted in a contemporary Chinese print (origin unknown)



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.

97 BOOK REVIEWS

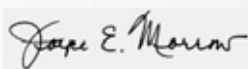
105 LETTERS

108 2010 GENERAL WILLIAM E. DEPUY WRITING COMPETITION WINNERS ANNOUNCEMENT

The Secretary of the Army has determined that the publication of this periodical is necessary in the transaction of the public business as required by law of the department. Funds for printing this publication were approved by the Secretary of the Army in accordance with the provisions of Army Regulation 25-30.

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

Official:


JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army 0988604

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.