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2  The Coming Test of U.S. Credibility
   Amitai Etzioni
   How the United States responds to challenges by Iran and North Korea has strong implications for its credibility.

12  Military Theory, Strategy, and Praxis
    Jacob W. Kipp, Ph.D., and Lieutenant Colonel Lester W. Grau, Ph.D., U.S. Army, Retired
    We must have a relevant theory and comprehensive strategy that goes beyond the military dimension.

23  Rebuilding Afghanistan’s National Security Forces: Fighting Asymmetry with Symmetry
    Symmetry will overwhelm asymmetry in Afghanistan through professionalism and discipline.

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    Major Juan P. Nava, U.S. Army
    Mexico will not fail despite serious economic challenges, increasing voter apathy, and an ongoing struggle with transnational criminal organizations.

41  A Practical Guide to Design: A Way to Think About It, and a Way to Do It
    Lieutenant Colonel Celestino Perez, Jr., Ph.D., U.S. Army
    The Army’s approach to design offers commanders a new way to lead forces in a world of irregularities, surprises, and fleeting opportunities.

52  Beyond Reconciliation: Developing Faith, Hope, Trust, and Unity in Iraq
    Major Nathan Minami, U.S. Army; Colonel David Miller, U.S. Army; Lieutenant Colonel Michael Davey, U.S. Army; and Mr. Anthony Swalhah
    Creating local and regional unity movements in multiple areas across Iraq will help foster democracy.

60  Mechanized Forces in Irregular Warfare
    Major Irvin Oliver, U.S. Army
    Current Army doctrine, while still evolving, does not adequately address the role of armor and mechanized forces in irregular warfare.

69 Fighting to Understand: A Practical Example of Design at the Battalion Level
Lieutenant Colonel Pat Proctor, U.S. Army
The 2nd Battalion, 32nd Field Artillery Regiment's combat operations in Iraq from 2009 to 2010 offer a case study in the application of design to a real world problem.

79 How Emotional Intelligence Can Make a Difference
Gerald F. Sewell
The Army's comprehensive fitness programs must include awareness and training in emotional intelligence.

84 Change 1 to Field Manual 3-0: The Way the Army Fights Today
Lieutenant General Robert L. Caslen, Jr., U.S. Army
Change 1 to FM 3-0 advances the concept of mission command beyond mere philosophy to make it a catalyst for change in the Army.

INSIGHTS

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Bing West
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