



Military Review

Lieutenant General David G. Perkins

Commander, USACAC
Commandant, CGSC

COL John J. Smith
Director and Editor in Chief

LTC James F. Lowe
Executive Officer

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

Julie Gunter
Visual Information Specialist

Linda Darnell
Administrative Assistant

Michael Serravo
Visual Information Specialist,
Webmaster

Editorial Board Members

MG Gordon B. Davis, Jr.
Deputy Commanding General

CSM Joe B. Parson Jr.
LD&E Command Sergeant Major
Clinton J. Ancker, III, Director,
Combined Arms Doctrine Directorate

Robert Baumann, Director,
CGSC Graduate Program
COL Thomas C. Graves, 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,
Media Division,
Center for Army Lessons Learned

Thomas Jordan, Director,
Capability Development Integration
Directorate

COL Roderick M. Cox
Director, Combat Studies Institute
Dennis Tighe, Deputy Director,
Combined Arms Center-Training

Consulting Editors

Colonel Hertz Pires Do Nascimento
Brazilian Army, Brazilian Edition

Colonel Jorge Gatica
Chilean Army, Hispano-American Edition

FEATURED ARTICLES

2 Empirically Based Leadership: Integrating the Science of Psychology in Building a Better Leadership Model

Major Sean P. McDonald, U.S. Army

Leadership doctrine has not fully incorporated critical empirical data into its leadership model.

11 Building the New Culture of Training

General Robert W. Cone, U.S. Army

Commanders will build the new culture of training for the next 40 years.

17 Meritocracy in the Profession of Arms

Colonel Thomas Boccardi, U.S. Army

The Army should modify its current selection practices and adopt a system of talent management.

24 Security Cooperation in Support of Theater Strategy

Lieutenant Colonel Michael Hartmayer, U.S. Army, Retired, and Lieutenant Colonel John Hansen, U.S. Army, Retired

Improving interoperability with future coalition partners is a vital investment in our national security.

30 Seizing the Initiative by Establishing the Rule of Law During Combat Operations

Colonel John F. Hussey, U.S. Army Reserve

Preparation of forces for rule of law operations is critical for success of any desired strategic end state.

38 Army Doctrine Publication 3-0: An Opportunity to Meet the Challenges of the Future

Colonel Clinton J. Ancker, III, U.S. Army, Retired, and Lieutenant Colonel Michael A. Scully, U.S. Army, Retired

Army professionals who shared ideas born out of experiences in combat over the past 11 years developed ADP 3-0 and the associated Doctrine 2015 manuals.

43 "America's Army—Our Profession"

Major General Gordon B. "Skip" Davis, Jr., U.S. Army, and Colonel Jeffrey D. Peterson, U.S. Army

Army members must remain faithful to the five essential characteristics of the Army Profession: trust, military expertise, honorable service, esprit de corps, and stewardship of the profession.

Front cover: George Armstrong Custer, circa 1865 (Library of Congress).

49 Education for Critical Thinking

Colonel Thomas M. Williams, U.S. Army Reserve

The Army's Professional Military Education system should adopt an educational philosophy that focuses less on knowledge content and more on the ability to reason and argue rationally.

55 Narcissism and Toxic Leaders

Lieutenant Colonel Joe Doty, Ph.D., U.S. Army, Retired, and Master Sergeant Jeff Fenlason, U.S. Army

Authentic leadership is about more than just accomplishing the mission and getting a promotion. It also includes developing and empowering subordinates and building trust.

61 Discerning the Role of the Narrative in Strategy Development

Lieutenant Colonel David T. Culkin, U.S. Army

The strategic narrative links policy, strategy, and military objectives in a logical framework.

67 **INSIGHT: Center for Army Leadership Response to “Empirically Based Leadership”**

Colonel Tom Guthrie, U.S. Army

The Leader Requirements Model in Army leadership doctrine is an empirically valid model of leadership informed by leader expertise and operational practice.

74 **BOOK REVIEWS: Contemporary Readings for the Military Professional**

86 **WE RECOMMEND**

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.

Raymond T. Odierno
General, United States Army
Chief of Staff

Official:



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

Authorization no. 1233501

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 66027-1293. 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, 290 Stimson Avenue, Unit 2, Fort Leavenworth, KS 66027-1254.