



Joomag Viewer



GREETINGS! AS THE new Editor-in-Chief and Director of *Military Review*, I would like to extend my thanks to our readers, authors, and advocates. Without your continued support and loyalty, the publication would not be the respected publication it is today. *Military Review* found its roots in 1922 and is still going strong, and getting better with every edition. We are always exploring new ways to improve our publication and increase readership. You may have already seen some changes in the electronic and printed versions, and there are more changes coming.

Our first change was updating our electronic version, making it easier to navigate and we hope more appealing. Rather than scrolling through a PDF format, we are now displaying the journal in a program that simulates turning the pages of the actual journal. The best part of this new format is the ability to zoom in and out, move the page around to specific areas, and go directly to the page you would like to read. Some articles will have embedded audio and video files to enhance understanding of the articles. We are also revamping the *MR* website, making it more understandable and accessible.

Next, we changed the look and feel of the *MR* cover. We hope that with a more dynamic presentation our readers will be more inclined to pick it up, thereby increasing our readership. We receive numerous recommendations from our readers and authors on ways to improve *MR*. One venue voiced repeatedly through our readers is to reduce the size of the published articles. In the past, the recommended size of submitted manuscripts was 3,000 to 5,000 words. By reducing the size of the manuscript to 2,000 to 3,000 words, we are able to showcase the hard work of more authors. This in turn increases the probability of our audience reading an article in its entirety and opening up forums/debates on more topics. Let's face it, in the fast-paced world we live in today, and the limited time we have for luxuries such as reading, this concept is a good fit.

You will also see *MR* transition back to "themed" editions. Beginning in 2015, each edition will have a theme-based topic relevant to the Army. We are counting on our readers to provide feedback on the specific themes they would like to see in the future.

We also want to dispel the myth that *MR* is only for officers. It is true, we receive more articles from officers and civilians than from our non commissioned officers, but we want our NCOs to know they too have a voice. Their roles as leaders and innovative thinkers are just as vital as our officers' roles; that is why we are dedicating one of our first themed 2015 editions to our NCOs.

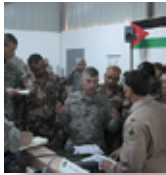
Right now, the majority of *MR's* content is printed in black and white, which is another aspect we would like to change to move the Army's professional journal into the 21st century. We believe that with the addition of color, coupled with more graphics, we will capture and hold the reader's attention, thus expanding our audiences.

These are just some of the forecasted changes to the Army's professional journal. If you would like to make your own recommendations, please contact us, we would love to hear from you. Send your ideas to [usarmy.leavenworth.tradoc.mbx.military-review-public-email@mail.mil](mailto:usarmy.leavenworth.tradoc.mbx.military-review-public-email@mail.mil) or to Military Review, 290 Stimson Ave, Unit 2, Fort Leavenworth, Kan. 66027-1293.

I look forward to hearing from you, our readers, and providing our force with the latest ideas that stimulate critical thought, cultivate new ideas, assist leader education and training, and promote doctrine development.



# Military Review



## 3 Mission Command in the Regionally Aligned Division Headquarters

*Brig. Gen. Wayne W. Grigsby Jr., U.S. Army; Col. Patrick Matlock, U.S. Army; Lt. Col. Christopher R. Norrie, U.S. Army; and Maj. Karen Radka, U.S. Army*

1st Armored Division provides a force generation model for a regionally aligned headquarters based on a mission command philosophy and forward-focused mindset.



## 10 The Strategic Planning “Problem”

*Maj. Gen. Gordon B. “Skip” Davis Jr., U.S. Army; Brig. Gen. Thomas C. Graves, U.S. Army; and Col. Christopher N. Prigge, U.S. Army*

A group of senior officers call for further education of our officer corps to develop better collaboration, communication, and influence skills at the strategic level and critical and creative thinking skills in general.



## 18 Delivering the Command and General Staff Officer Course at the Operational Edge

*Lt. Col. John A. Schatzel, U.S. Army, Retired, and Lt. Col. Wendell Stevens, U.S. Army, Retired*

Professional military education is critical to developing leaders who run the Army and lead our soldiers in unified land operations. The Command and General Staff College educates officers serving throughout the world with its resident and nonresident courses .



## 23 Taking Ownership of Mission Command

*Maj. Demetrios A. Ghikas, U.S. Army*

An award winning author posits that mission command is the Army’s answer to the uncertainty, ambiguity, and fog of war and conflict. Leaders in every situation and every setting must practice mission command.



## 31 Growing Leaders Who Practice Mission Command and Win the Peace

*Lt. Col. Douglas A. Pryer, U.S. Army*

If we are to have leaders who truly practice mission command and can win the peace, our Army requires a fundamental reorientation, one that supports deep changes to Army culture, doctrine, training, personnel management, and education.



## 42 Leader Preparation to Support Rebuilding

*Lt. Gen. Frederic J. (Rick) Brown, Ph.D., U.S. Army, Retired*

To improve the effectiveness and efficiency of operating and generating forces, one accomplished author suggests teams of leaders using high performing leader team building and intensive collaboration across borders.



## 51 Fighting and Winning Like Women\*

*Dr. Robert M. Hill*

Success in the Army, or any military service, should not be determined by race, gender, sexual orientation, or even sexual identity but by one’s competence.



## 58 Commander's Intent and Concept of Operations

*Maj. Richard Dempsey, U.S. Army, and Maj. Jonathan M. Chavous, U.S. Army*

The author argues that the “expert” multi-paged concept of operations in electronic media used now could lead to a disjointed understanding of the concept of operations. He calls for a return to doctrinally complete mission orders.

**Lieutenant General David G. Perkins**  
*Commander, USACAC  
Commandant, CGSC*

**Brig. Gen. Chris Hughes**  
*Deputy Commanding General, CGSC*

**Col. Anna R. Friederich-Maggard**  
*Director and Editor in Chief*

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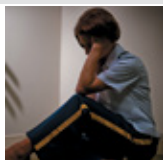
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Professional Bulletin 100-13-11/12



## 67 Applying Principles of Counterinsurgency to the Fight Against Sexual Assault in the Military

1st Lt. Chad R. Christian, U.S. Army

Fighting sexual assault in the Army is like fighting an insurgency. Using the principles of COIN to identify possible predators, their territory, and their weapons will help stop sexual assaults.



## 75 The Electron Theory of Leadership: Enabling Senior Leaders to Really See Their Organizations

Maj. Gen. Richard Longo, U.S. Army, and Lt. Col. Joe Doty, Ph.D., U.S. Army, Retired

The authors offer five methods commanders can use to help assess their subordinate units without having to wonder if they are seeing the real deal or a “dog and pony show.”



## 79 A Role for Land Warfare Forces in Overcoming A2/AD

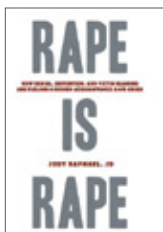
Col. Vincent Alcazar, U.S. Air Force, and Col. Thomas M. Lafleur, U.S. Army

Preparing for land warfare in the future begins today with an emphasis on future tactics, techniques, and procedures and associated concept of operations to maximize U.S. technologies in innovate ways.



## 88 REVIEW ESSAY Captain Witold Pilecki

Daniel Paliwoda, Ph.D.



## 97 BOOK REVIEWS: Contemporary Readings for the Military Professional

## 109 LETTERS

## 113 2013 INDEX

**Front cover:** Afghan Border Police and U.S. Army Soldiers from ABP Zone 1, 1st Brigade Combat Team, 101st Airborne Division, hike from their landing zone to an observation point along the Afghanistan-Pakistan border, 21 January 2013. (U.S. Army, Sgt. Jon Heinrich)

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Chief of Staff

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Secretary of the Army

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