12  On Strategic Understanding
Teaching Strategy from the Ground Up
Maj. Matthew Cavanaugh
The author contends that junior leaders must develop strategic understanding to become effective leaders and that mission command nests with this concept.

19  Defining Force 2025
Lt. Col. Brandon Smith, U.S. Army
Force 2025 will guide Army development and innovation, providing the means to maintain a force that can stay regionally engaged to prevent and shape while maintaining the capability to win.

22  Strategic Leadership for Strategic Landpower
Make Explicit That Which is Implicit, and Do What Your Boss Needs You to Do
Based on their personal experiences, the former TRADOC commander and two officers who served on his staff provide 12 principles to promote successful strategic-level leadership.

5  Cadets in Strategic Landpower
Managing the Talent We Need
The Army must focus on attracting and developing leaders as early as possible. Their education, experiences, and training during college will prepare cadets to apply strategic landpower as officers.

About the Cover
A montage of U.S. Army photos depicts the theme for this issue, Strategic Landpower.
28 Hurtling Toward Failure
Complexity in Army Operations
Maj. Donald L. Kingston Jr., U.S. Army
The crash of Air France Flight 447 illustrates how the increased complexity of information systems and our reliance on them increase the risk of catastrophic mission failure.

33 Sustaining the Army National Guard as an Operational Force
Three officers assert the need for the Army National Guard to maintain its designation as an operational force and provide guidance on how to get it done.

44 The Defense Entrepreneurs Forum
Developing a Culture of Innovation
To foster a culture of innovation, the Army needs a means for lower-ranking personnel to connect with one another to refine and incubate their ideas, and a forum to discuss them. The Defense Entrepreneurs Forum can provide that mechanism.

50 War as Political Work
Using Social Science for Strategic Success
Matthew J. Schmidt, Ph.D.
Army culture favors a quantitative/predictive approach to analyze problems. The author argues, however, that strategic thinking requires the relative subjectivity of a qualitative approach to problem solving.

58 Army Experimentation
Developing the Army of the Future—Army 2020
Van Brewer, Ph.D., and Capt. Michala Smith, U.S. Navy, Retired
The authors discuss how Army experimentation helps to validate emerging concepts and accurately predict the effect of future force structures and force reductions in real-world scenarios.
63 The Rise of Al Jazeera
The Need for Greater Engagement by the U.S. Department of Defense

Col. Shawn Stroud, U.S. Army

An experienced public affairs practitioner discusses the increasing legitimacy of Al Jazeera, particularly in the Arab world, and the need for the Army to foster a stronger relationship with one of the world’s largest and most influential media networks.

71 You Are Fired


A perspective of leadership, both good and bad, is couched in a vignette where the reader becomes the subject of termination from a job.

77 America’s Frontier Wars
Lessons for Asymmetric Conflicts

The Honorable Ike Skelton

Originally published in 2001, this prophetic and insightful discussion by the late congressman espouses studying the past to prepare for the future.

84 Rape in Wartime

Joseph Miller

BOOK REVIEWS

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