

## 6 Toward a Strong and Sustainable Defense Enterprise

Secretary of Defense Chuck Hagel

*The Department of Defense is investing in long-term innovation and reform that will rely on leadership in the Department and the Congress. The secretary of defense describes the challenges the Department faces and the hard choices the Congress needs to make to support the U.S. defense enterprise on its path to strength and sustainability.*

## 16 International Security Assistance Force Joint Command 2014

**The Year of Change**

Lt. Gen. Joseph Anderson, U.S. Army, and Maj. Matthew M. McCreary, U.S. Army

*U.S. forces are proficient at tactical-level planning, but operations in Iraq and Afghanistan have exposed weaknesses in their ability to conduct transition planning that accounts for operational and strategic objectives. Lessons learned from the International Security Assistance Force Joint Command's operational-level planning during the drawdown in Afghanistan can help U.S. Army forces improve doctrine and training for transitions.*



### About the Cover

A U.S. Army Ranger instructor gives technical instructions for rappelling from the 50-foot rock to his left in Dahlonega, Ga., 13 April 2009.

(Air Force photo by Master Sgt. Cecilio Ricardo)

## 26 Preparing Soldiers for Uncertainty

Lt. Col. Jonathan Due, U.S. Army, Maj. Nathan Finney, U.S. Army, and Maj. Joe Byerly, U.S. Army

*The Army must confront uncertainty as it prepares for current and future challenges. By creating the right mix of education and training, with uncertainty incorporated into the mix, the Army will be prepared when the time comes to fight and win the Nation's wars.*

## 31 A Paradigm of Dialogue and Trust

**Army Mission Command Training**

Mr. Robert Scaife and Lt. Col. Packard J. Mills, U.S. Army, Retired

*The authors apply the six principles of mission command, making a case for collaborative, corporate leadership enabled by trust. They show that commanders need to give subordinates the opportunity to engage in critical and creative thinking.*

## 42 Deniers of "The Truth" Why an Agnostic Approach to Warfare is Key

Lt. Col. Grant M. Martin, U.S. Army

*The Army's religious-like belief in the technically rational paradigm has it wedded to an approach to warfare that seems intuitively effective but is largely illusory. The author describes his experiments with different operational art constructs, including incorporating operational design concepts into Special Forces Qualification Course planning.*

**Above:** Cpl. Jose Pacheco of 1st Battalion, 28th Infantry Regiment, 4th Infantry Brigade Combat Team, 1st Infantry Division, practices rappelling techniques 11 August 2013 during the basic-mobility portion of mountain exercise.

(Photo by 1st Sgt. Brandon McGuire, 1st Battalion, 28th Infantry Regiment, 1st Infantry Division)

## 52 Back to the Future

### Managing Training to “Win in a Complex World”

Capt. Paul Lushenko, U.S. Army, and  
Maj. David Hammerschmidt, U.S. Army

*Training management is as much a lost art as it is the wave of the future. The authors discuss how to restore training expertise among company and field grade officers by going “back to the future” and instilling the counsel of past master trainers.*

## 62 The Training Brain Repository—Exercise Design Tool for Home-Station Training

Col. David G. Paschal, U.S. Army, Retired, and  
Maj. Alan L. Gunnerson, U.S. Army, Retired

*The authors discuss how the Training Brain Repository-Exercise Design Tool facilitates a commander’s ability to increase the complexity, realism, and depth of an exercise’s live, virtual, and constructive training environment with previously impossible speed and fidelity.*

## 71 Perfection of Process Does Not Equal Perfect Understanding

Maj. David Oakley, U.S. Army

*The spirit of design and the practical approach contained in the Army design methodology are two distinct aspects of design as taught at the School of Advanced Military Studies. The author discusses the school’s approach to teaching this methodology, conveying its value for military planners and illustrating the pitfalls of allowing the practical aspects of the Army design methodology to overtake the spirit of design.*

## 75 Networking and Generalship Across the Anglo-Pacific

Maj. Matt Cavanaugh, U.S. Army, and  
Maj. Nick Howard, U.S. Army

*The author details research conducted to explain how the United States is at the “center of the circle” in networked relationships among senior military officers of the Australian and New Zealand militaries, with implications for the future.*

## 82 Winning Trust Under Fire

Lt. Col. Aaron A. Bazin, U.S. Army

*Influencing a nation or a cultural group depends on winning the trust of those who can influence others. The author describes how confidence-building measures can assist leaders and soldiers in improving their ability to gain trust in challenging and ambiguous operational environments.*

## 91 Ethics and the Enhanced Soldier of the Near Future

Col. Dave Shunk, U.S. Air Force, Retired

*The super soldier is on the way, but the discussion of ethics for the enhanced soldier is lacking in Army concepts and doctrine. The Army must anticipate and understand the unforeseen ethical challenges and the second- and third-order effects of technological advancements that will physically change soldiers and the way they fight.*

**Above:** A flight medic with 2nd Battalion, 3rd Aviation Regiment, is hoisted into a medical helicopter with Luca, a military working dog with the 4th Stryker Brigade Combat Team, 2nd Infantry Division, during a training exercise 24 February 2013 at Forward Operating Base Spin Boldak, Afghanistan.

(Photo by Sgt. Michael Needham, 102nd Mobile Public Affairs Detachment)

**Page 5:** Soldiers with the Army Evaluation Task Force give a demonstration of the small unmanned ground vehicle combat application to House Armed Services Committee Chairman Ike Skelton and fellow committee member Silvestre Reyes at Fort Bliss, Texas, 12 July 2008.

(Photo by D. Myles Cullen, Joint Chiefs of Staff PAO)

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## 99 Is a Greater Russia Really So Bad?

George Michael, Ph.D.

*The author contends that the United States and Russia share similar threats to their long-term security and their national identities. Therefore, it would be in the best interests of both countries to resist a resumption of the Cold War, to reconcile differences, and to make a greater effort to understand their respective points of view and interests.*

## 116 Operation Atlantic Resolve A Case Study in Effective Communication Strategy

Jesse Granger

*Clear, aggressive, and timely communication efforts played a decisive role in the success of Operation Atlantic Resolve. Specifically, this meant facilitating media coverage, providing transparency to the American public, and combating misinformation.*

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## 124 A RAID TOO FAR: Operation Lam Son 719 and Vietnamization in Laos and INVASION OF LAOS, 1971: Lam Son 719

Col. Thomas E. Hanson, U.S. Army

*A reader provides a review of two books on Operation Lam Son 719, the South Vietnamese Army's 1971 invasion of Laos.*

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