

## 6 Continuity and Change

### The Army Operating Concept and Clear Thinking About Future War

**Lt. Gen. H.R. McMaster, Ph.D., U.S. Army**

*A senior Army leader discusses how understanding key continuities in the nature of war and avoiding certain fallacies of future war will help our Army and joint force win in a complex world.*

## 22 SHARP Realities

### Perspectives in Tackling the Army's Number One Priority

**Lt. Col. Peter D. Fromm, U.S. Army, Retired**

*The Army must understand and change its culture to effectively combat sexual harassment and assault within its ranks, says this former Army officer and sexual harassment and assault response and prevention coordinator.*



#### About the Cover

U.S. military members of the Provincial Reconstruction Team Farah's female engagement team discuss the outcome of an all-woman shura (meeting) with Abdul Haidari, Shib Koh District subgovernor, in Farah Province, Afghanistan, 10 July 2010.

(U.S. Air Force photo by Senior Airman Rylan Albright)

## 26 Can Trust Be Restored?

**Keith H. Ferguson**

*A professional educator discusses how training and education can help reduce incidents of sexual harassment and sexual assault in the Army and restore America's trust in its armed forces.*

## 33 Assignment: Special Assistant to the Commander

**Col. Thomas P. Galvin, U.S. Army, Retired**

*The author shares his experience as a special assistant to senior-level commanders in service, combined, and joint headquarters, providing insight into the duties and responsibilities commonly associated with this challenging but rewarding assignment.*

## 39 Women in Combat

### The Question of Standards

**Jude Eden**

*A former Marine opines that standards for combat-related military specialties are appropriately high and should not be lowered to allow for the inclusion of women into those occupations.*

**Previous Page:** A soldier from 2nd Battalion, 3rd Infantry Regiment, 3rd Stryker Brigade Combat Team, 2nd Infantry Division, unloads his Stryker combat vehicle after a long day of conducting fire missions at the National Training Center, Fort Irwin, Calif., 12 August 2011.

(Photo by Spc. Ryan Hallock, 2nd Infantry Division PAO)

## 48 **Women in the Infantry**

**Understanding Issues of Physical Strength, Economics, and Small-Unit Cohesion**

**Col. Charles E. Rice, U.S. Marine Corps Reserve, Retired**

*Military members should inform the American public of the effects of placing women in infantry-type occupations. A retired Marine Corps officer argues against the Department of Defense policy that mandates permitting women in assignments with duties related to direct combat.*

## 56 **What the Female Engagement Team Experience Can Teach Us About the Future of Women in Combat**

**Ashley Nicolas**

*A former Army officer with combat experience as leader of a female engagement team examines the critical role of women on the modern battlefield and supports integrating women into U.S. combat forces.*

## 62 **The Art of Command and the Science of Control**

**Brigade Mission Command in Garrison and Operations**

**Col. Val Keaveny, U.S. Army, and Col. Lance Oskey, U.S. Army**

*Brigade-level commanders need practical and innovative ways to apply mission command principles. This article proposes using eight "mission command tools."*

## 69 **Ethics, Combat, and a Soldier's Decision to Kill**

**Chaplain (Maj.) Sean Wead, U.S. Army**

*In war, soldiers make judgments of life and death. They need a way to understand and apply moral guidance and internalize moral standards as second nature in their actions. The principles of "just war theory" can help soldiers develop a clear moral vision when they have to make a choice whether or not to kill.*

## 82 **Force and Faith in the American Experience**

**Col. Isaiah Wilson III, Ph.D., U.S. Army, and**

**Maj. Lee Robinson, U.S. Army**

*Military leaders need to understand the complicated relationship between religion and politics, both domestically and internationally. The authors suggest that understanding the political history of religion as an integral shaper of America's domestic and foreign policy will better equip military leaders to approach the challenges of religious extremism in strategic and campaign planning.*

**Above and Left:** 1st Lt. Donald Vance of 2nd Battalion, 505th Parachute Infantry Regiment, 3rd Brigade Combat Team, 82nd Airborne Division, looks up at an Iraqi child during a combined dismounted patrol 17 January 2009 in the New Baghdad District of eastern Baghdad.

(Photo by Staff Sgt. Alex Licea, 3rd Brigade Combat Team PAO, 82nd Airborne Division)

# Military Review

THE PROFESSIONAL JOURNAL OF THE U.S. ARMY

March-April 2015 Vol 95 No. 2  
Professional Bulletin 100-15-3/4  
Authentication no.1503402

Commander, USACAC; Commandant, CGSC: Lt. Gen. Robert B. Brown  
Deputy Commanding General, CGSC: Brig. Gen. Christopher Hughes  
Director and Editor in Chief: Col. Anna R. Friederich-Maggard  
Administrative Assistant: Linda Darnell  
Managing Director: William M. Darley, Col., USA (Ret.)  
Executive Officer: Maj. Efreem Gibson  
Writing and Editing: Jeffrey Buczkowski, Lt. Col., USA (Ret.); Desirae Gieseman; Eric Lobsinger, Sgt. Maj. USA (Ret.); Lt. Col. James Lowe  
Graphic Design: Michael Hogg  
Webmaster: Michael Serravo  
Editorial Board Members: Command Sgt. Maj. Michael Clowser—LD&E Command Sergeant Major; Clinton J. Ancker III—Director, Combined Arms Doctrine Directorate; Robert Baumann—Director, CGSC Graduate Program; Lester W. Grau—Foreign Military Studies Office; John Pennington—Chief, Media Division, Center for Army Lessons Learned; Col. Christopher Croft—Director, Center for Army Leadership; Thomas Jordan—Deputy Director, MCCoE; Col. Thomas E. Hanson—Director, Combat Studies Institute; Mike Johnson—Combined Arms Center-Training; Col. Denton Knapp—Center for the Army Profession and Ethic; Col. Hank Arnold—Director, School of Advanced Military Studies  
Consulting Editors: Col. Luiz Henrique Pedroza Mendes—Brazilian Army, Brazilian Edition; Lt. Col. Jorge León Gould—Chilean Army, Hispano-American Edition

Submit manuscripts and queries by email to [usarmyleavenworth.tradoc.mbx.military-review-public-em@mail.mil](mailto:usarmyleavenworth.tradoc.mbx.military-review-public-em@mail.mil); or by mail to *Military Review*, CAC, 290 Stimson Avenue, Unit 2, Fort Leavenworth, KS 66027-1254.

*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. Please call GPO sales at 1-866-512-1800. 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.

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: 

Gerald B. O'Keefe—Administrative Assistant to the Secretary of the Army

## 94 The Ignorant Counterinsurgent

### Rethinking the Traditional Teacher-Student Relationship in Conflicts

Maj. Ben Zweibelson, U.S. Army

*The author offers an epistemological perspective on how our military operates during counterinsurgency. He shows how the nature of the teaching and learning relationships soldiers establish when acting as military advisors and trainers can lead to success or failure.*

## 106 The Anbar Awakening in Context ... and Why It Is so Hard to Replicate

Matthew T. Penney, Ph.D.

*The author proposes the Anbar Awakening be used as a template for developing counterinsurgency programs elsewhere as long as the differences in culture and situational context in such efforts are accounted for. The author provides an analysis of the Awakening and explains how its lessons can be applied in the future.*

## 118 Retaking a District Center

### A Case Study in the Application of Village Stability Operations

Lt. Cmdr. Daniel R. Green, Ph.D., U.S. Navy Reserve

*An expert on stability operations in the Middle East and Central Asia offers a unique perspective on the district of Chora in southern Afghanistan and explains how and why stability operations in that area were successful.*

## **125 Air-Sea Battle and the Danger of Fostering a Maginot Line Mentality**

**Lt. Col. Raymond Millen, U.S. Army, Retired**

*Air-Sea Battle doctrine downplays the role of ground forces in the conduct of decisive operations, subordinating it to air and sea power. The author uses the example of the French Maginot Line to demonstrate the flaw in this reasoning: that national security can be assured by a "silver bullet."*

### **REVIEW ESSAY**

## **133 Killing From the Inside Out**

**Moral Injury and Just War**

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

*The author provides an analysis of a book that examines the psychological effects of combat through the lens of "just war theory."*

### **BOOK REVIEWS**

## **135 Readers provide analyses of contemporary readings for the military professional**

Spc. Morgan Austin, communications specialist with Joint Forces Command–United Assistance, assigned to Headquarters and Headquarters Battalion, 101st Airborne Division (Air Assault), holds up the U.S. flag during a promotion and reenlistment ceremony 1 January 2015 at Barclay Training Center, Monrovia, Liberia. United Assistance is a Department of Defense operation in Liberia to support U.S. Agency for International Development efforts to contain the Ebola virus outbreak in western Africa.

(Photo by Spc. Rashene Mincy, 55th Signal Company Combat Camera)