

8 Future Megacity Operations—Lessons from Sadr City

Maj. Christopher O. Bowers, U.S. Army

A veteran of Operation Iraqi Freedom opines that what the Army saw in Sadr City, Iraq, offers a glimpse into what it might encounter in future megacities. The author provides lessons from Army operations in Sadr City and applies them to potential future urban operational environments.

17 Identifying and Retaining the Army's Best Midgrade Officers

Brig. Gen. Ronald Kirklin, U.S. Army

The future of the Army depends on having a strong and robust group of midgrade officers. The current commandant of the Quartermaster School discusses how the Army can retain the best midgrade leaders through increased access to broadening assignments, customized and compassionate mentorship, and engaged leaders adapting to strategic changes.



About the Cover

Soldiers attached to Company B, 445th Civil Affairs Battalion, participate in tactical range training using M-9 handguns at Normandy Range Complex, Basra, Iraq, 15 July 2009.

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

23 Operational Resilience in the Infantry Rifle Platoon

1st Lt. Don H. Gomez, U.S. Army, and
Staff Sgt. Samuel S. Heer, U.S. Army

Junior leaders offer proven techniques for the successful integration of resilience training at the small-unit level.

29 Psychologically Fit to Lead

Behavioral Health Initiatives for the Reserve Officer Training Corps

Maj. Gregory C. Mabry Jr., Psy.D., LCSW, U.S. Army

ROTC cadets and cadre with recent combat deployments may be ill prepared for reintegration into life in the United States. A mental health professional describes the ramifications of this problem and offers potential solutions.

33 Great Results Through Bad Leaders

The Positive Effects of Toxic Leadership

Maj. Kane David Wright, Australian Army

A MacArthur Leadership Award-winning author uses a real-world example from the Australian army to demonstrate how toxic leadership actually enhanced, rather than undermined, organizational performance.

Previous page: Soldiers assigned to Company B, 1st Battalion, 327th Infantry Regiment, 101st Airborne Division, take up over-watch positions at Objective Point Cobra during Operation Shaheen, near Boti Kot, Nangahar Province, Afghanistan, 27 June 2013.

Photo by Spc. Vang Seng Thao, 101st Airborne Division PAO)

40 The Path to Mission Command

Maj. Andrew J. Whitford, U.S. Army

Mission command and leader development are interdependent; mission command is how we fight, and leader development is part of how we prepare to fight. The author opines that the successful application of mission command is the product of leader development in a peacetime environment through education, training, and experience.

48 Stryker Packages Allow the Army to Achieve Its Rapid Deployment Goal

Maj. Daniel Hall, U.S. Army

Stryker units provide the Army with survivable, lethal, and mobile ground forces that can rapidly respond to any situation. The author describes the recent successful integration of Stryker elements into the global response force and offers lessons learned for the future.

56 1930s German Doctrine

A Manifestation of Operational Art

Tal Tovy, Ph.D.

An Israeli professor argues that German blitzkrieg doctrine was a manifestation of the operational level of war. He asserts that operational thinking and an emphasis on joint operations were evident in German pre-World War II thinking and practiced during campaigns to conquer Western Europe.

65 The Advisor and the Brigade Combat Team

Toward an Enduring Solution for an Enduring Requirement

Lt. Col. Jeremy T. Gwinn, U.S. Army

The author explains how the brigade combat team is the proper formation of choice for security force assistance missions. He draws from his first-hand experience with security force assistance operations in Afghanistan to highlight the need for improved career management of Army advisors.

71 Army Civilians and the Army Profession

Lt. Col. Robert Hynes, Ph.D., U.S. Army, Retired

The author holds that while they fill an important role, Department of the Army civilians do not, by definition, meet the requirements to be considered members of the Army Profession.

Spread: U.S. Army Europe soldiers of the 2nd Cavalry Regiment patrol a road at the Grafenwoehr Training Area at sunrise 13 October 2012 during Saber Junction 2012. U.S. Army Europe's exercise Saber Junction trains U.S. personnel and more than 1,800 multinational partners from 18 European nations, to ensure multinational interoperability and an agile, ready coalition force.

(U.S. Army Europe photo by Markus Rauchenberger, Visual Information Specialist)

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78 It's Not About Trust; It's About Thinking and Judgment

Lt. Col. Joe Doty, Ph.D., U.S. Army, Retired, and

Master Sgt. Jeff Fenlason, U.S. Army

The authors investigate and dissect what trust really means and what it looks like in practical and real terms. They propose that the training, educational, and developmental focus should not be on trust; it should instead be continuously focused on self-awareness, critical thinking, and judgment.

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84 Readers respond to previous articles.

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87 I Heard My Country Calling

A Memoir

Lt. Col. Tom J. Tracy, U.S. Army, Retired

A review of the memoir of James Webb—author, former U.S. senator, secretary of the Navy, and combat Marine. The book focuses on Webb's time as a "military brat" and discusses the emergence of a whole new societal sector—the American military family.

Book Reviews

90 Readers provide analyses of contemporary readings for the military professional.

Lt. Col. John Cushing, commander, 1st Squadron, 9th Cavalry Regiment, 4th Advise and Assist Brigade, 1st Cavalry Division, kneels beside Iraqi soldiers providing support by fire during a battalion live fire exercise at Ghuzlani Warrior Training Center, 26 May 2011. Soldiers assigned to 2nd Battalion, 9th Brigade, 3rd Infantry Division, took part in the culminating event to signify the completion of their training iteration.

(Photo by Spc. Angel Turner, 4th Advise and Assist Brigade PAO, 1st Cavalry Division)

