

8 Leader Development and Talent Management

The Army Competitive Advantage

Gen. Raymond T. Odierno, U.S. Army

The Army chief of staff provides an overview of sweeping changes being made to the Army's leader development programs at all levels and the strategic philosophy behind them.

16 The Coming Educational Revolution in the Army

Senator Pat Roberts

The distinguished senator from Kansas demonstrates his support for The Army University concept in the first of three articles that explain the intent behind this significant change to the Army education system.



(Department of Defense photo by D. Myles Cullen)

About the Cover

Soldiers review the curriculum during the first class of the Master Resilience Trainer Course 16 November 2009 at the University of Pennsylvania in Philadelphia. The course is a component of the Comprehensive Soldier Fitness Program and is intended to teach the students how to impart resilience skills to soldiers, family members, and Army civilians.

18 The Army University

Educating Leaders to Win in a Complex World

Lt. Gen. Robert B. Brown, U.S. Army

In the second article of The Army University series, the commander of the U.S. Army Combined Arms Center explains in detail why the Army must transition to a university system, the advantageous changes that will occur with implementation of The Army University, and the benefits it will bring for our soldiers, Army civilians, and the Army as an institution.

29 What Will The Army University Mean for Enlisted Soldiers?

Command Sgt. Maj. Micheal Clowser, U.S. Army

The Army University is examined through the eyes of the senior enlisted leader of the Combined Arms Center—Education in the final article in this series. He explains the ramifications and benefits of the upcoming transition to a university system with a perspective specifically oriented toward our enlisted soldiers.

33 Developing Leaders

Col. Frank Wenzel, U.S. Army, Retired

The author explains the importance of Army leader development, identifies the attributes and competencies future leaders will need, and discusses how the Army plans and manages leader development through training, education, and experience.

42 **Developing Army Enterprise Leaders**

Col. Charles D. Allen, U.S. Army, Retired, and

Col. George J. Woods, PhD, U.S. Army, Retired

The authors describe what they consider the shortfalls of U.S. Army senior leader development and explain how to properly develop officers capable of leading large and complex organizations, processes, and systems to produce the capabilities that will achieve mission success in future operations.

50 **Mentoring, Coaching, and Counseling**

Toward a Common Understanding

Col. Jim Thomas, U.S. Army, Retired, and

Lt. Col. Ted Thomas, PhD, U.S. Army, Retired

The terms mentoring, coaching, and counseling have different meanings for each of the military services, but the desired results are not that different. The authors explain how mentoring, coaching, and counseling are at the heart of leader development and are key instruments for improving organizations.

58 **Caution Required** **Multirater Feedback in the Army**

Maj. Gregory G. Lee, U.S. Army

The Army should be cautious and very deliberate if it implements multirater feedback into promotion or selection boards. In this article, a General MacArthur Leadership Award runner-up, the writer examines the multirater feedback assessment tool.

68 **Army Leadership and the Communication Paradox**

Maj. Christopher M. Ford, U.S. Army

A General MacArthur Leadership Award runner-up shows why the Army must acknowledge the importance of effective communication, integrate the teaching of communication skills—writing and speaking—throughout the Army officer education system, and elevate the role of effective communication in the exercise of mission command.

75 **Operation United Assistance**

The Initial Response—Setting the Conditions in the Theater

Maj. Gen. Darryl Williams, U.S. Army

Lt. Col. Matthew D. Koehler, U.S. Army

Lt. Col. Charles C. Luke II, U.S. Army, and

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

The commander of U.S. Army Africa demonstrates the importance of Army Service component commands and provides valuable lessons learned from his unit's experiences during a recent humanitarian assistance mission to combat the Ebola outbreak in western Africa.

Previous Page: A soldier assigned to 3rd Platoon, Company F, 2nd Squadron, 2nd Stryker Cavalry Regiment, walks up a hill during a dismounted patrol near Combat Outpost Mizan, Mizan District, Zabul Province, Afghanistan, 19 August 2010. Members of Provincial Reconstruction Team Zabul and 3rd Platoon spoke with the local population to assess their needs and to inform them of the upcoming provincial parliamentary elections.

(U.S. Air Force photo by Senior Airman Nathanael Callon)

Military Review

THE PROFESSIONAL JOURNAL OF THE U.S. ARMY

July-August 2015 Vol 95 No. 4
Professional Bulletin 100-15-7/8
Authentication no.1511904

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. Micheal Clowser—Combined Arms Center-Education; 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. John Vermeesch—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; 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

84 The First Regionally Aligned Force

Lessons Learned and the Way Ahead

Capt. Cory R. Scharbo, U.S. Army

The author presents lessons learned from the first regionally aligned force to support U.S. Africa Command. His intent is to provide a base of knowledge to assist other units preparing for similar missions and to recommend changes to the process for supporting future regionally aligned force deployments to Africa.

94 Operational Art by the Numbers

Lt. Col. David S. Pierson, U.S. Army, Retired

Understanding operational art and its associated elements can be challenging because they focus much more on art than science. The author explains the concept of operational art with a unique demonstration of its application to a common military activity—the permanent change of station move.

102 The Role of Iraqi Tribes after the Islamic State's Ascendance

Daveed Gartenstein-Ross, PhD, and

Sterling Jensen, PhD

The authors provide a detailed discussion of the important role Sunni tribes have played in recent Iraqi history and their role in the current battle with the Islamic State.



Letters to the Editor

111 *Readers respond to previous articles.*

Book Reviews

113 *Readers provide analyses of contemporary readings for the military professional.*

Soldiers assigned to the 18th Combat Sustainment Support Battalion, 21st Theater Sustainment Command, set up an M18A1 Claymore anti-personnel mine during live-fire training 29 September 2010 at Grafenwoehr Training Area in Germany.

(Photo by Gertrud Zach, Visual Information Specialist, U.S. Army Europe)