

8 The Urban Individual

Unassailable Source of Power in Twenty-First Century Armed Conflicts

**Lt. Col. Erik A. Claessen,
Belgian Army**

Winner of the 2015 Gen. William E. DePuy Combined Arms Center writing competition. The author shows that popular support may be a greater source of power than military might in urban conflicts.

16 Military Communication Strategies Based on How Audiences Meld Media and Agendas

**Col. Donald L. Shaw, PhD,
U.S. Army, Retired**

**Thomas C. Terry, PhD
Milad Minooie, MA**

Army leaders risk failing to lead their organizations if they do not adapt their communication strategies to the media their intended audiences use and to the issues those audiences care about. This article provides five recommendations that can help Army leaders use traditional and new media to communicate more effectively.



About the Cover: Arizona National Guard soldiers from the 158th Maneuver Enhancement Brigade stand in a mass formation 7 December 2014 on the field at Arizona State University's Sun Devil Stadium in Tempe, Arizona, during the Arizona National Guard Muster and Community Expo.

(National Guard photo by Staff Sgt. Brian A. Barbour)

29 Six Weeks in 1914

Campaign Execution and the Fog of War—Historical Lessons for the Military Professional

John J. McGrath

The author analyzes the First Battle of the Marne as an example of the ineffective application of mission command. He draws parallels between aspects of mission command as used by the Germans in World War I and those used by armies in the modern era.

43 Comments on "Cavalry Tanks"

**Maj. George S. Patton, Jr.,
U.S. Army**

The republishing of George Patton's 1921 commentary from The Cavalry Journal demonstrates that internal discussion and debate among junior and field grade officers on issues of contemporary military concern are not new to the Army.

45 The Lights and the Heavies

Adapting Cavalry Branch to the Demands of Force 2025 and Beyond

**1st Lt. Matthew McGoffin,
U.S. Army**

A junior officer examines the role of cavalry in future unified land operations and offers recommendations on how to change the structure and employment of cavalry units to meet future challenges.

55 Balancing Air and Missile Defense to Better Support Maneuver

**Capt. Vincent R. Wiggins Jr.,
U.S. Army**

The Army prioritizes static-engagement-air-and-missile-defense assets at the expense of aggressive maneuver tempo, according to this analysis. The author makes a case for incorporating nonstatic-engagement-air-and-missile-defense assets such as modernized Avengers at the brigade combat team level.

64 Countering the Unmanned Aircraft Systems Threat

**Col. Matthew T. Tedesco,
U.S. Army**

The joint force needs a systematic approach to counter unmanned aircraft systems. How can it ensure the services are adequately trained, equipped, and organized to defend against this increasing threat? Recommendations are provided.

70 Drones, Honor, and War **Cora Sol Goldstein, PhD**

Violence in war is often deemed acceptable, and even honorable, when direct confrontation is involved, and when opposing forces are assumed to share equivalent risks. Accordingly, some consider the use of drones in warfare as dishonorable and cowardly.

77 Air Force Leaders Take Note

The Army is Changing

Lt. Col. Jason Earley, U.S. Air Force

An Air Force officer discusses how planned changes in Army structure, size, and doctrine will effect the Air Force and its leaders.

85 The United States Army's Secret to Success

Capitalizing on the Human Dimension to Enhance Its Combat Capabilities

Maj. Jonathan Bissell, U.S. Army

**Command Sgt. Maj. Carlos Olvera,
U.S. Army**

Much of the success of the U.S. Army is attributable to effective employment of its career noncommissioned officers. Encouraging foreign nations to adopt U.S. Army techniques for developing and using an NCO corps may be an essential component for their militaries' success.

92 An All-Volunteer Force for Long-Term Success

Col. Michael Runey, U.S. Army

**Col. Charles Allen,
U.S. Army, Retired**

Diverging military, societal, and political forces make the all-volunteer force's viability untenable without fundamental change. The authors use an operational design approach to frame the environment, define the strategic problem, and outline solutions to issues of enlisted recruitment and retention.

First Lt. Jeremy A. Woodard, 1st Squadron, 61st Cavalry Regiment, 4th Brigade Combat Team, 101st Airborne Division (Air Assault), performs a cavalry charge 11 October 2013 to conclude a combat spur ceremony at Camp Clark, Afghanistan.

(Photo by Sgt. Justin Moeller, 4th Brigade Combat Team, 101st Airborne Division PAO)

Military Review

THE PROFESSIONAL JOURNAL OF THE U.S. ARMY

November-December 2015 Vol 95 No. 6

Professional Bulletin 100-15-11/12

Authentication no.1528602

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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.

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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.

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101 Leading Soldiers with— Not Primarily through— Communication Technology

Maj. Andrew B. Stipp, U.S. Army

Interpersonal relationships should be enhanced by the use of technology, but technology must never be allowed to supplant those relationships. Face-to-face communication, or other active communication techniques, should be the preferred means for leaders to understand their soldiers' values, principles, and emotions.

108 A Way to Teach Critical Thinking Skills so Learners Will Continue Using Them in Operations

Marcus Griffin, PhD

Lt. Col. Rob B. McClary, PhD,
U.S. Marine Corps, Retired

Even the most popular critical thinking classes do not necessarily lead to critical thinking on the job. Former Human Terrain System trainers describe an integrative model for ensuring learners continue to apply critical thinking in complex situations.

Paratroopers from 173rd Infantry Brigade Combat Team (Airborne), U.S. Army Europe, conduct joint training with Estonian army partners during Exercise Steadfast Jazz, 6 November 2013, Drawasko Pomoskie training area, Poland.

(Photo by Alexander Heie Jansen, 173rd Airborne Brigade PAO)

119 **A Good Death**

Mortality and Narrative in Army Leadership

Maj. Dan Leard, U.S. Army

Leaders should understand the consequences and shortcomings of using immortality narratives to manage their soldiers' fear of death during combat. The author examines the flaws in four narratives and provides another—professionalism—as the most effective mechanism to foster courage, resolve, and resilience.

Review Essay

125 **Order in Chaos**

The Memoirs of General of Panzer Troops Hermann Balck and

Fighting the Cold War

A Soldier's Memoir

Frederick A. Baillergeon

Two memoirs highlight the significant achievements of officers who are sometimes overlooked by historians. This essay reviews Hermann Balck's Order in Chaos: The Memoirs of General of Panzer Troops Hermann Balck and John Galvin's Fighting the Cold War: A Soldier's Memoir.

Book Reviews

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

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