

### 8 How about Winning Our Nation's Wars Instead of Just Participating in Them?

**Lt. Gen. Michael T. Flynn,  
U.S. Army, Retired**

*The Islamic State presents a clear mid- and long-term threat to the cultural and political existence of the West, according to this former director of the Defense Intelligence Agency. U.S. military and civilian leadership must have the moral and political will to do everything necessary to beat them.*

### 16 How Daesh Uses Language in the Domain of Religion

**Maj. Theresa Ford, U.S. Army**

*Daesh, also known as the Islamic State, uses words and ideas as weapons to motivate and recruit Muslims to its cause, but words and ideas may also be used to defeat it.*



**About the Cover:** U.S. Special Forces soldiers are extracted from a mountain in Zabul Province, Afghanistan, by a U.S. Army UH-60 Black Hawk helicopter from Company A, 2nd Battalion, 82nd Aviation Regiment, 82nd Combat Aviation Brigade, after executing an air assault mission to disrupt insurgent communication, January 2010.

(Photo by Staff Sgt. Aubree Clute, 82nd Airborne Division PAO)

### 28 Beheading, Raping, and Burning: How the Islamic State Justifies Its Actions

**Lt. Cmdr. David G. Kibble,  
British Royal Naval Reserve, Retired**

*A British naval officer examines how the Islamic State justifies actions that the rest of the world considers barbaric, by considering the content of its online magazine, Dabiq.*

### 36 Clouds or Clocks

**The Limitations of Intelligence Preparation of the Battlefield in a Complex World**

**Maj. Donald P. Carter, U.S. Army**

*The author argues that the "intelligence preparation of the battlefield" model does not support the high degree of situational awareness necessary to succeed in contemporary operating environments and espouses a systemic approach to intelligence doctrine.*

### 42 On Convergence, Emergence, and Complexity

**Lt. Gen. Patrick M. Hughes,  
U.S. Army, Retired**

*A former director of the Defense Intelligence Agency provides his views on the challenges associated with the current and future national security environment, warning that these challenges require new strategies. He offers some potential solutions to these problems.*



## 47 The Myth of the New Complexity

**Lt. Col. Clay Mountcastle, PhD,  
U.S. Army, Retired**

*U.S. political and military leaders claim that we are now witnessing an era of unprecedented complexity with a future far more unpredictable than in the past. However, the author demonstrates that a complex operating environment is nothing new for our military.*

## 54 Moving Beyond the MBTI: The Big Five and Leader Development

**Stephen J. Gerras, PhD, and  
Leonard Wong, PhD**

*The Myers-Briggs Type Indicator (MBTI) is accepted and acclaimed throughout the Army. The authors argue that there is no scientific foundation to justify its popularity, and the Army should replace the MBTI with the "Big Five" factors as a leader development tool to analyze personalities.*

## 58 I'm Faded

**1st Lt. Robert P. Callahan Jr.,  
U.S. Army**

*The author recounts his own experiences with "ethical fading" to show how a systemic integrity problem can be corrected by focusing on the truth.*

## 60 Civil-Military Engagement Program

**Enhancing the Mission of  
Regionally Engaged Army Forces**

**Maj. Christian A. Carr, U.S. Army**

*The author discusses the success of civil-military engagement programs conducted by the U.S. Special Operations Command and recommends their use by geographic combatant commanders in support of regionally aligned forces within their respective areas of operation.*

## 69 Biases of the Incumbents

**What If We Were Integrating  
Men into a Women's Army?**

**Col. Karl E. Friedl,  
U.S. Army, Retired**

*A U.S. Army medical professional provides an alternate reality where male soldiers face discrimination in a women's Army, to demonstrate how gender diversity can lead to greater military effectiveness.*

## 76 Host-Nation Cybersecurity in Future Stability Operations

**Maj. Michael Kolton, U.S. Army**

*Nonmilitary organizations provide a framework for future Army doctrine in the fields of cybersecurity and critical infrastructure protection. The Army should integrate such precedents for host-nation cybersecurity during stability operations.*

Spc. Jamus Grandstrom and Spc. Daniel Collazo, Brigade Special Troops Battalion, 10th Mountain Division, run communications equipment from a sandbag bunker in the Daymirdad District Center, Wardak Province, Afghanistan, 9 January 2011.

(Photo by Sgt. Sean P. Casey, 10th Mountain Division PAO)

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

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### Rethinking the Army Leadership Requirements Model in the Era of Mission Command

Maj. Gregory M. Blom,  
U.S. Air Force

*While Army leaders espouse the principles of mission command, the Army is slow to put those principles into practice. An Air Force officer discusses the need for alignment between mission command and Army leadership doctrine, and he recommends changes to the Army leadership requirements model.*

## 92 The Use of the Reconnaissance Squadron during Joint Forcible Entry

Capt. Mike Mobbs, U.S. Army

*The author offers ideas on how to more effectively employ an airborne brigade combat team's reconnaissance squadron during forcible entry operations.*

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Capt. Eric J. Leib,  
U.S. Army Reserve

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**An Army Battalion's Leadership Journey in Preparation for Combat in Afghanistan**

**Col. Kevin A. McAninch, U.S. Army**

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**Professionals in the Making**

**Col. Kim Summers,  
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*What the United States Learned in Vietnam, Chose to Forget, and Needs to Know Today*

**Col. Eric Walters,  
U.S. Marine Corps, Retired**

*The reviewer critiques a book in which the author discusses the lessons learned during the Vietnam War (but since forgotten) and how they apply to today's counterinsurgency fight.*

## Book Reviews

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Soldiers from the 774th Engineer Company, Route Clearance Package 47, provide a security sweep through fields in the Khugyani District, Nangarhar Province, Afghanistan, 19 January 2011.

(Photo by Spc. Boyd Cameron, Combat Camera - Afghanistan)