

8 **Leading and Managing High-Performing Army Organizations**

Lt. Gen. Thomas Spoehr, U.S. Army

The director of the Army Office of Business Transformation believes good leadership and effective management are both necessary for organizational success. He espouses strengthening Army management to drive high performance levels in Army units.

18 **Cyberspace Situational Understanding for Tactical Army Commanders**

The Army Is Swinging for the Fence, but It Just Needs a Single

**Lt. Col. William Jay Martin, U.S. Air Force, Retired
Emily Kaemmer**

The authors recognize that tactical-level Army leaders need to identify potential cyberspace threats and opportunities. They advocate an approach that would effectively provide commanders with situational understanding of the cyberspace domain.

25 **Professional Case for Force Management**

Col. James Lowry Kennedy Jr., U.S. Army, Retired

The author stresses the importance of developing force-management skills in mid-grade Army leaders, touting those skills as necessary for success in nonoperational assignments.

34 **The Relevance of Culture**

Recognizing the Importance of Innovation in Cyberspace Operations

**Lt. Gen. Edward C. Cardon, U.S. Army
Col. David P. McHenry, U.S. Army
Lt. Col. Christopher Cline, U.S. Army**

According to the commander of U.S. Army Cyber Command, the growing use of electronic warfare, cyber warfare, and information operations in hybrid war requires a culture in our Army that values innovation in cyberspace operations.

40 **Colombia and the War-to-Peace Transition**

Cautionary Lessons from Other Cases

**Gen. Carlos A. Ospina, National Army of Colombia, Retired
Thomas A. Marks, PhD
David H. Ucko, PhD**

The authors counsel caution for Colombia when dealing with the insurgent group FARC, citing the challenges faced in Sri Lanka, Nepal, and El Salvador when those countries faced similar circumstances against other insurgent groups.

53 **Commanding General of the [Brazilian] Army Denies Possibility of Military Intervention**

Heloisa Cristaldo, Agência Brasil, Reporter

An official press report on comments by Gen. Eduardo Villas Bôas, commanding general of the Brazilian Army, rebuts claims that the Army is planning to assume control of the country during the current political crisis involving efforts to remove the Brazilian president through a constitutional impeachment process.

55 NATO Special Operations Forces, Counterterrorism, and the Resurgence of Terrorism in Europe

**1st Lt. Matthew E. Miller,
U.S. Army Reserve**

The threat of terrorist attacks in Europe will continue to increase, according to this author. He believes NATO special operations forces should be the one central institution to respond to an overwhelming terror crisis, and he recommends making counterterrorism one of their principal missions.

62 20th CBRNE Command Organizing, Training, and Resourcing for Chemical, Biological, Radiological, Nuclear, and Explosives Operations

**Brig. Gen. James B. Burton,
U.S. Army, Retired
Col. F. John Burpo, U.S. Army
Capt. Kevin Garcia, U.S. Army**

Former leaders of the 20th CBRNE Command draw from their institutional knowledge to recommend reorganizing this one-of-a-kind unit into three multifunctional, regionally aligned CBRNE brigade task forces to meet the challenges of future operations.

72 Reinventing the Wheel

Operational Lessons Learned by the 101st Division Artillery during Two Warfighter Exercises

**Maj. Travis Robison, U.S. Army
Capt. Alex Moen, U.S. Army**

During warfighter exercises, members of the recently reactivated division artillery units found themselves relearning common skills and overcoming new challenges. Based on their lessons learned, the authors recommend best practices for common fires issues.

78 The Mud of Verdun

Falkenhayn and the Future of American Landpower

Maj. Robert Chamberlain, U.S. Army

The author discusses why Germany lost the bloody World War I battle at Verdun. He analyzes similarities between the failed German theory of warfare from that battle and contemporary American theory.

88 Everything I Never Wanted to Learn about the Network and Where We Might Go from Here

**Lt. Col. J.B. Shattuck, U.S. Army,
Retired**

Creating a viable communications network requires a wide variety of integrated communications platforms. However, according to this author, a single, Internet-like unifying network with data for all to see in real time is currently unattainable.

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95 The Danger of Delusions— and How to Prevent Them from Causing Conflict

A Perspective on China

Col. Michael J. Forsyth, U.S. Army

The author compares inaccurate perceptions of modern Chinese leaders to those of pre-World War I German leaders who thought their neighbors were trying to contain them. The delusions of German leaders led to war. U.S. policy toward China should demonstrate that the United States is not trying to contain China in order to avoid conflict.

102 Foreign Language and History

The Enlightened Study of War

Col. John C. McKay,
U.S. Marine Corps, Retired

A Spanish linguist discusses the need for U.S. military officers to study foreign languages and history as part of their strategic education.

108 Tactical Utility of Tailored Systems

Robert E. Smith, PhD

A research engineer argues the merits of tailoring equipment for specific functions, regions, or battles instead of developing multipurpose systems based on exotic and expensive technologies. He believes this will boost innovation while reducing costs.

116 Sustainable Readiness and Regional Alignment of Forces

Lt. Col. Chad R. Foster, U.S. Army

The Army is challenged to balance deployment mission requirements with the imperative to sustain an appropriate level of unit readiness. The author defines the relationship between the concepts of regionally aligned forces and sustainable readiness. He provides specific examples illustrating a way to tailor readiness efforts to the needs of regionally aligned forces.

REVIEW ESSAY

125 The Other Space Race Eisenhower and the Quest for Aerospace Security

Lt. Col. John H. Modinger, PhD,
U.S. Air Force, Retired

The reviewer critiques a book that provides a fascinating look at the early years of the "space race" between the United States and the Soviet Union, and the often diverging mind-sets of President Eisenhower and senior Air Force leaders concerning the direction of the U.S. space program.

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BOOK REVIEWS

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



(Photo by Staff Sgt. Todd A. Christopherson, U.S. Army)

About the Cover: 1st Lt. Jordan Farrar fires a tube-launched, optically tracked, wire-guided (TOW) missile while Cpl. Christopher Parker observes at the heavy weapons range on Forward Operating Base Salerno, Khowst Province, Afghanistan, 14 August 2013. Farrar and Parker are assigned to 2nd Battalion, 506th Infantry Regiment, 4th Brigade Combat Team, 101st Airborne Division (Air Assault).