

## **6 Multi-Domain Battle**

### **Driving Change to Win in the Future**

**Gen. David G. Perkins, U.S. Army**

*In the first of a series of articles, the commander of the U.S. Army Training and Doctrine Command describes the framework for the development of multi-domain battle concept.*

## **14 Curbing the “Helicopter Commander”**

### **Overcoming Risk Aversion and Fostering Disciplined Initiative in the U.S. Army**

**Maj. Lynn Marie Breckenridge, PhD**

*The author discusses the problem of risk-averse leaders who engage in micromanagement—what she describes as “helicopter commanding”—as an alternative to mission command in this 2016 General Douglas MacArthur Military Leadership Writing Competition winner.*

## **22 The Collapse of Venezuela and Its Impact on the Region**

**Dr. R. Evan Ellis**

*An expert on Latin American and Caribbean security issues provides an insightful discourse on the critical situation in Venezuela, its impact on neighboring countries and the United States, and actions those countries must be prepared to take in response to potential future Venezuelan scenarios.*

## **34 The Evolving Nature of Russia’s Way of War**

**Lt. Col. Timothy Thomas, U.S. Army, Retired**

*A senior analyst at the Foreign Military Studies Office analyzes and compares three prominent Russian military articles to describe contemporary Russian military thought regarding modern warfare.*

## **43 North Korean Cyber Support to Combat Operations**

**1st Lt. Scott J. Tosi, U.S. Army**

*North Korea should be considered a major cyber threat to U.S. and South Korean military forces at both strategic and tactical levels. The author suggests North Korea will launch tactical cyber attacks in support of combat units during war.*

## **52 Advancing Security Cooperation through Executive Education**

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

*The military must properly capitalize on security cooperation educational opportunities so U.S. forces can continue to improve their ability to work in concert with allied and partner nations.*

## **56 The Role of Forward Presence in U.S. Military Strategy**

**Col. Dave Shunk, U.S. Air Force, Retired  
Lt. Col. Charles Hornick, U.S. Army  
Maj. Dan Burkhart, U.S. Army**

*The authors argue for maintaining a U.S. military forward presence in key geographical regions to deter wars, assure allies, favorably shape the security environment, and enable contextual and cultural understanding.*

## 66 **The American Motor-Rifle Brigade**

Issues with the Stryker Brigade Combat Team Concept

**Capt. Matthew D. Allgeyer, U.S. Army**

*There are many similarities between development of the Stryker medium-force concept and that of Soviet-era motorized rifle units. The author recommends new directions for its development based on historical analysis and current scholarly research.*

## 75 **Understanding Japan's Role in Securing the Western Pacific**

**Lt. Col. Peter D. Fromm, U.S. Army, Retired**

*The U.S. military must ensure its bilateral alliance with Japan progresses in a way that considers Japanese sensitivities and enhances Japan's role in the East Asian security community.*

## 84 **Professional Military Education**

Proven in Combat during the Mexican War

**Capt. Patrick Naughton, U.S. Army Reserve**

*U.S. Army success during the Mexican War validated the need for further development and implementation of professional military education for U.S. armed forces.*

## 92 **The Military Moral Education Program**

Checking Our Ethical Azimuth

**Maj. Timothy Leone, U.S. Army**

**Maj. Saythala Lay Phonexayphova, U.S. Army**

*The Army must characterize its ethical training as moral education and implement systematic methods of reinforcement so that the profession interprets its ethic as a standard that each member aspires to internalize.*

## 100 **Navigating through the Challenge of Culture and Law in Postconflict Stability Operations**

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

*U.S. military members must fully understand their own culture before they can gain a thorough understanding of other cultures, specifically with respect to the establishment of foreign-nation law enforcement agencies.*

## REVIEW ESSAY

## 111 **Queen of Spies**

Daphne Park, Britain's Cold War Spy Master

**John G. Breen, PhD**

*The author critiques a book by Paddy Hayes that explores the role of women in espionage, specifically detailing the life and career of Daphne Park, who rose to the most senior ranks of the British Secret Intelligence Service.*