

## 8 Against Bureaucracy

Richard Adams, PhD

*An Australian scholar calls for senior leaders to reform an entrenched military bureaucracy that he believes suppresses the principles of mission command and impairs ethical reasoning.*

## 15 Reducing the Size of Headquarters, Department of the Army

An After-Action Review

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

Brig. Gen. David Komar, U.S. Army  
Lt. Col. Terrence Alvarez, U.S. Army  
Lt. Col. Raymond Shetzline,  
U.S. Army, Retired

*A team of senior leaders recently from the Office of Business Transformation describe how Headquarters, Department of the Army redesigned the organization to significantly reduce the number of employees while improving functionality.*

## 24 Producing Strategic Value through Deliberate War Planning

Lt. Col. Jim Cahill, U.S. Army

*A new war-planning framework is proposed to mitigate the inherent tensions between politicians and civil and military leaders.*

## 34 The Need for a Brigade Politics-and-Policy Staff Officer

Maj. Adam Scher, U.S. Army

*A brigade-level politics-and-policy staff officer position could ensure commanders understand the political, social, and economic complexities that affect operations.*

## 42 Expeditionary Land Power

Lessons from the Mexican-American War

Maj. Nathan A. Jennings, U.S. Army

*The Mexican-American War provides a case study of expeditionary operations in conventional and guerrilla settings, with lessons relevant to current and future operations.*



**About the Cover:** Soldiers with the 3rd Infantry Regiment, The Old Guard, participate in the inaugural parade for President Barack H. Obama 21 January 2013 in Washington, D.C. More than five thousand U.S. service members participated in or supported the inauguration. (Photo by Staff Sgt. Teddy Wade, U.S. Army)

## 49 **Cutting Our Feet to Fit the Shoes**

### **An Analysis of Mission Command in the U.S. Army**

**Maj. Amos C. Fox, U.S. Army**

*Proposed improvements to the Army's mission command doctrine would encourage commanders to use a continuum of control based on their assessment of the situation.*

## 58 **Complex Intelligence Preparation of the Battlefield in Ukrainian Antiterrorism Operations**

**Victor R. Morris**

*A case study from training conducted in Ukraine illustrates a way to analyze the complex group dynamics that influence the operational environment.*

## 66 **Operational Surveillance and Reconnaissance Battalion**

**Capt. Brian Fitzgerald, U.S. Army**

*A reorganization of the Army's long-range surveillance (LRS) units into a consolidated battalion would provide corps commanders more effective, responsive, and predictable organic surveillance assets, according to this former LRS detachment leader and company commander.*

## 73 **From Riley to Baku**

### **How an Opportunistic Unit Broke the Crucible**

**Lt. Col. Jerem G. Swenddal, U.S. Army**  
**Maj. Stacy L. Moore, U.S. Army**

*The authors describe how the 1st Infantry Division built and trained a cohesive team to defeat a world-class opposing force during a warfighter exercise in a complex decisive-action training environment.*

## 85 **Building Digital Lethality**

**Capt. Jonathan Stafford, U.S. Army**

*Training personnel to operate the Army's mission command information systems is as important as the systems themselves. The 1st Infantry Division's chief of knowledge management details how the unit used digital gunnery tables developed by the Mission Command Center of Excellence to achieve digital proficiency.*

## 91 **Sleep Banking**

### **Improving Fighter Management**

**Maj. Amy Thompson, U.S. Army**  
**Capt. Brad Jones, U.S. Army**  
**Capt. Jordan Thornburg, U.S. Army**

*A unit demonstrates the positive impact adequate sleep has on individual and team performance, health, safety, and readiness during an experiment in "sleep banking."*

# Military Review

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

## 98 Leadership Innovation in the Reserve Officer Training Corps and the Future of the Force

Col. Andrew Morgado, U.S. Army

*Consistent with the Army Operating Concept, the U.S. Army Cadet Command is adapting its approach to preparing future leaders.*

## 106 Creating a Resource Helping U.S. Army Central Establish a Historical Document Collection Program

Michael Yarborough

*An Army historian recounts his experiences and lessons learned from deploying to Kuwait to develop a historical materials collection program for U.S. Army Central during operations in Iraq.*

## 114 Writing

### A Way to Maximize Returns on the Army's Investments in Education

Maj. Hassan Kamara, U.S. Army

*The author opines that an increased emphasis on writing can help the Army effectively utilize the soldier expertise it is cultivating through sustained investments in education. This article won second place in the 2016 DePuy writing contest.*

## LETTER TO THE EDITOR

- 122** *Dr. Jon Fallesen, chief, Leadership Research, Assessment and Doctrine Division of the Center for Army Leadership, responds to an article by Col. Kevin McAninch published in the September-October 2016 issue of Military Review, "How the Army's Multi-Source Assessment and Feedback Program Could Become a Catalyst for Leader Development."*


## REVIEW ESSAY

- 126** **The True Believer**  
**Thoughts on the Nature of Mass Movements**  
**Lt. Col. Benjamin Buchholz,**  
**U.S. Army**

*An Army strategic planner builds upon Eric Hoffer's book The True Believer: Thoughts on the Nature of Mass Movements in a discussion of how to counter mass movements arising in Islamic cultures.*

## BOOK REVIEWS

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



Soldiers assigned to Special Operations Detachment-C conduct airborne operations from a UH-60 Black Hawk piloted by a Florida National Guard helicopter crew 23 April 2016 in Brooksville, Florida. (Photo by Ching Oettel, Florida National Guard PAO)