

6 History and Heritage in the Operational Force

An Action Plan

Col. Charles R. Bowery Jr., SES, U.S. Army, Retired

The director of the U.S. Army Center of Military History reflects on the importance of Army historical programs and offers a plan to address shortfalls in history and heritage programs across the operational force.

13 Denuclearization through Peace

A Policy Approach to Change North Korea from Foe to Friend

Col. James M. Minnich, EdD, U.S. Army, Retired

An expert on Korean relations recommends a policy of denuclearization through peace to establish conditions that could turn Pyongyang from Washington's foe to its friend.

28 Finding the Enemy on the Data-Swept Battlefield of 2035

Capt. T. S. Allen, U.S. Army

The author discusses how by 2035 armed forces will typically find the enemy by exploiting data in cyberspace and in the broader information environment rather than by monitoring enemy forces directly with their own information collection assets. Winner of Military Review's 2020 General William E. DePuy Special Topics Writing Competition.

38 The Human–Machine Paradox

A Balanced Approach to Finding and Fixing in 2035

Capt. Michael P. Ferguson, U.S. Army
Chief Warrant Officer 4 Jesse R. Crifasi, U.S. Army
Chief Warrant Officer 3 Nick Rife, U.S. Army

New technologies have created new challenges and opportunities in the targeting process but require the joint force to develop a personnel strategy that builds on recent technical innovation training initiatives by nesting them with operational doctrine and military education. Runner-up in Military Review's 2020 General William E. DePuy Special Topics Writing Competition.

48 The Ostrich Complex and Leadership in Crisis

Lt. Col. Kevron W. Henry, Jamaica Defence Force

Disruption of a decision-maker's knowledge management processes can result in a paralysis of active leadership, with a subsequent distinct negative effect on the outcome of a specific operation. According to the author, this requires early identification and mitigation in order to prevent systematic failures. Second place in the 2020 General Douglas MacArthur Military Leadership Writing Competition.

52 Great Staff Officers and Great Commanders

What's the Difference?

Maj. Meghan Starr, U.S. Army

The author's personal experiences were the impetus for her analysis of the attributes that make an effective commander versus those that make an effective staff officer. Third place in the 2020 General Douglas MacArthur Military Leadership Writing Competition.

58 Multi-Domain Operations and Information Warfare in the European Theater

Maj. Jennifer L. Purser, U.S. Army

The author describes successful strategies for setting the theater from an information warfare perspective using a case study from the European theater between 2015 and 2019. 2020 Armed Forces Communications Electronics Association (AFCEA) Cyber Edge Writing Contest entry.

66 Leading the Change to Holistic Health and Fitness

Sgt. Maj. Jason M. Payne, U.S. Army

A senior noncommissioned officer explains how the Army, through the accomplishment of four core tasks, can successfully integrate a holistic health and fitness program that promotes an adequate lifestyle balance within the performance triad of sleep, nutrition, and exercise.

74 Older Than You Realize

Teaching Branch History to Army Cyberwarriors

Scott Anderson

The Army Cyber School and Cyber Branch historian provides an interesting discourse on the history of cyber in the Army and the Department of Defense.

90 The Fourth Domain

Lt. Col. Brian R. Hildebrand, Texas Army National Guard

The author examines how innovation and technology are included in the current leader development domains and how the Army needs a formal technological domain to develop its leaders.

101 Chinese Soft Power

Creating Anti-Access Challenges in the Indo-Pacific

Maj. Robert F. Gold, U.S. Army

China is using soft power to isolate Taiwan and set the conditions to deny the United States access to the region. The U.S. Army must be prepared to conduct amphibious operations and work as part of the joint force to open critical infrastructure needed to sustain operations in the Indo-Pacific region.

112 Discipline as a Vital Tool to Maintain the Army Profession

Maj. Michael Petrusic, U.S. Army

The author analyzes whether failure to police misconduct within Army ranks is a lapse of leadership that threatens the Army's standing as a profession and argues that leaders must fully leverage the range of disciplinary options available to them while preserving the legitimacy of the system and respecting crucial soldier rights.

REVIEW ESSAY

122 Gods of War

History's Greatest Military Rivals

Mark Montesclaros

The author critiques a book by historians James Lacey and Williamson Murray.

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