

- 8 **Winning before the War**
A Case for Consolidation of Gains
Brig. Gen. Matthew N. Metzel, U.S. Army
Col. Jay Liddick, U.S. Army
Col. Heiva Hugh Kelley, U.S. Army Reserve
Lt. Col. (P) Robert T. Greiner, U.S. Army
Travis Bolio
Field Manual (FM) 3-0, Operations, remains incomplete in articulating and analyzing one of the U.S. Army's fundamental contributions to the joint force—the consolidation of gains (CG). Expanding upon FM 3-0 will further define the meaning and subsequent value in CG and will demonstrate why the Army is the service best postured to lead CG efforts on behalf of the joint force.
- 22 **The Tank Is Dead ... Long Live the Tank**
The Persistent Value of Armored Combined Arms Teams in the 21st Century
Maj. Gen. Curtis A. Buzzard, U.S. Army
Brig. Gen. Thomas M. Feltey, U.S. Army
Lt. Col. John M. Nimmons, U.S. Army
Maj. Austin T. Schwartz, U.S. Army
Dr. Robert S. Cameron
It is imperative to not draw premature conclusions from recent conflicts on the efficacy of tanks and armored formations in future conflicts. Tanks will continue to enable national power projection, provide operational flexibility and tempo to joint commanders, and facilitate tactical combined arms maneuver.
- 35 **Task Organizing the Combined Arms Battalion for Success in Eastern Europe**
Lt. Col. Jay A. Ireland, U.S. Army
Maj. Ryan C. Van Wie, U.S. Army
For a U.S. Army combined arms battalion to succeed in restrictive terrain like that found in eastern Europe, the formation needs to include additional dismounts equipped with better equipment to properly set the conditions for a successful armored attack.
- 45 **Counterpunching to Win**
A Mindset and Method to Defeat First Battle Fears
Lt. Col. Craig A. Broyles, U.S. Army
Employing the boxing strategy of counterpunching to warfighting will allow the U.S. Army to seize initiative, build momentum, dominate the fight, and break the enemy's will to resist.
- 59 **Convergence and Emission Control**
Tension and Reconciliation
Maj. Matthew Tetreau, U.S. Army
Tension exists between two concepts identified in Field Manual 3-0, Operations, convergence and electromagnetic emission control, and commanders will be challenged to implement both. This article won the 2023 General William E. DePuy Special Topics Writing Competition.
- 67 **Concepts for Security Force Assistance Brigade Company Task Forces in Large-Scale Combat Operations**
Maj. Zachary L. Morris, U.S. Army
As the U.S. Army focuses on large-scale combat operations (LSCO), security force assistance brigades should continue identifying potential roles they might play in LSCO and develop the doctrine and concepts needed to perform those functions effectively.
- 82 **At the Point of Friction**
The Role of the Modern Command Sergeant Major in Today's Army
Lt. Col. Bernard R. Gardner, U.S. Army
Maj. Andre C. Aleong, U.S. Army
Command Sgt. Maj. William H. Black, U.S. Army
Command sergeants major possess the influence, power, and expertise to enhance the readiness of their organizations and demonstrate care to their soldiers—the U.S. Army's most vital resource. Yet, specific regulations and leadership development do not adequately address the formidable roles they play.

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The Primacy of the Human Dimension

Rob Hafen

There is an important difference between the Chinese and American approaches to solving strategic, operational, and tactical problems. Where the American military tends to focus on high-cost, technology-centric solutions, the Chinese prefer low-cost, human-centric solutions.

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Before the All-Volunteer Force

Dr. Barry M. Stentiford

The fiftieth anniversary of the all-volunteer force is a good time to reflect on the system of compulsory military service it replaced.

126 Mentorship Is a Mess

Maj. Benjamin F. Stork, DO, U.S. Army

The U.S. Army has a leader development problem and is missing a critical informal venue for leader development culture due to the demise of the officer and enlisted club systems.

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Why the Army Must Change Its Sleepless Culture

Maj. David Nixon, U.S. Army

Maj. Porter Riley, U.S. Army

The U.S. Army continues to suffer from chronic sleep deficiency, but there are ways the Army can change its way of thinking related to sleep and alleviate the mental and physical risks associated with sleep deprivation.

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Memoirs of a Life in Intelligence, Special Operations, and Strategy

Lt. Col. Rick Baillergeon, U.S. Army, Retired

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