

## 6 Clausewitz's Perspective on Deterring Russian Malign Activities in Cyberspace

Lt. Col. Jon V. Erickson, U.S. Army Reserve

*The author applies the insights of military strategist Carl von Clausewitz to operations in the cyber domain and provides recommendations for countering Russian actions in cyberspace.*

## 15 Enduring Competition in a New Age of Power

Lt. Col. John Kendall, U.S. Army

*China is expanding its global influence through a political warfare strategy that promotes autocratic mercantilism, and the United States must respond by developing innovative strategic thought, refocusing institutions, and refining tactical tools to execute what the author calls enduring competition.*

## 24 The Battle for Hong Kong Insights on Narrative and Resistance for the Army in Strategic Competition

Lt. Col. Steve Ferenzi, U.S. Army

Lt. Col. Andrew M. Johnson, U.S. Army, Retired

Lt. Col. Jason Mackenzie, U.S. Army

Nicole M. Laster, PhD

*The 2019–2020 Hong Kong protests indicate that competition is more about ideas and less about lethal hardware. The U.S. Army must exploit information communication technology to compete in the information environment and use irregular warfare to expand military options for decision-makers to extend U.S. influence in ways that lethal weaponry cannot.*

## 36 The Trouble with Mission Command Army Culture and Leader Assumptions

Maj. Dave Devine, U.S. Army

*To successfully adopt a mission command approach, the Army must first examine several pervasive leader behaviors and challenge the underlying assumptions that leaders rely upon to solve problems and achieve success. This article won second place in the 2021 MacArthur Military Leadership Writing Competition.*

## 43 Multi-Domain Operations in Urban Terrain and Implications for the Medical Line of Effort

Col. Michael Wissemann, U.S. Army

Lt. Col. Brad C. Tibbetts, U.S. Army

*Urban environments present complex challenges for medical operations. Two medical professionals discuss how the medical community needs to be cognizant of gaps in security in an urban environment and develop applicable skills and concepts to mitigate the potential risks.*

## 54 Combat and Operational Stress Control in the Prolonged Field Care Environment

Maj. Tim Hoyt, PhD, U.S. Army Reserve

Capt. Christina L. Hein, PhD, U.S. Army

*Patient movement capabilities, medical evacuation, and the circulation of low-density medical specialties among units will be limited during large-scale combat operations necessitating more prolonged field care, and behavioral health personnel will need to adapt combat and operational stress-control models to operate in this environment.*

## 65 Factor Analysis A Valuable Technique in Support of Mission Analysis

Col. Dale C. Eikmeier, U.S. Army, Retired

Lt. Col. Titel Iova, Romanian Army

*The authors argue that NATO's factor analysis technique for operational-level planning should be included in U.S. joint professional military education curricula.*

## 73 "We Who Wear the Cloth of Our Nation"

### Using Character Development and Education to Combat Partisan Polarization in the Military

Maj. Johnathon D. Parker, U.S. Army

*In this winner of the 2021 MacArthur Military Leadership Writing Competition, the author describes how character development and education can counter the detrimental effects of partisan polarization within the military by providing a common framework that subordinates disparate partisan values to the military's shared value system.*

## 82 Leading the Change

### The Field Grade Leader's Role in Responding to the Fort Hood Report

Maj. Jared D. Wigton, U.S. Army

*The author explains how field grade leaders play a critical role in leading the Army's efforts to build a culture in which each soldier is treated with the dignity and respect befitting his or her service. This article won third place in the 2021 MacArthur Military Leadership Writing Competition.*

## 89 The Case for an Information Warfighting Function

Lt. Col. Gregory M. Tomlin, PhD, U.S. Army

*To gain a competitive advantage in multi-domain operations, the Army must invest heavily in developing future information capabilities. The author argues that establishment of an information warfighting function would require the U.S. Army to fund and integrate information efforts more deliberately into the tactical, operational, and strategic levels of war.*

## 100 The Philippine Constabulary

### An Example of American Command of Indigenous Forces

Maj. Aaron Cross, U.S. Army

*For military thinkers and practitioners looking for lessons about the techniques and tactics of counterinsurgency, the Philippine Constabulary, led by a cadre of U.S. Army officers from 1901 to 1917, provides an excellent study in the ability of American military officers to exercise effective command over indigenous forces.*

## 116 Framing Turkey's Cross-Border Counterterrorism Operations in the Context of Pragmatic Strategic Culture

### An Operational Design

Col. Özgür Körpe, Turkish Army

*A Turkish officer uses an operational design model to explain how Turkey has countered asymmetric threats originating from neighboring Syria and Iraq and confining them to their source.*

## 129 The American Maginot Line

Maj. Timothy M. Dwyer, U.S. Army

*This Future Warfare Writing Program (FWWP) story describes a Chinese cyberattack on the United States and the chilling effects it has on the personal lives of an American family. The FWWP was created to generate ideas about possible complexities of future warfare as presented in the Army Operating Concept.*

## REVIEW ESSAY

## 137 Vietnam War Portraits

### The Faces and Voices

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

*The author critiques a book by Thomas Sanders that focuses on the Vietnam War experiences of nearly a hundred people using a "coffee table" style for visual and written impact.*