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### 2 American Military Performance in Iraq

F.J. Bing West

The respected analyst of military affairs offers 11 trenchant observations on the war in Iraq.

### 8 The Human Terrain System: A CORDS for the 21st Century

Jacob Kipp, Ph.D.; Lester Grau; Karl Prinslow; and Captain Don Smith III, U.S. Army

Soon to be fielded, the Human Terrain System should help the Army seize the new high ground—peoples and populations.

### 16 Networks: Terra Incognita and the Case for Ethnographic Intelligence

Lieutenant Colonel Fred Renzi, U.S. Army

To analyze dark networks like Al-Qaeda, we need more than cultural awareness. We need ethnographic intelligence.

### 24 Organizing Intelligence for Counterinsurgency

Kyle Teamey and Lieutenant Colonel Jonathan Sweet, U.S. Army

Two contributors to the new counterinsurgency field manual provide a how-to for adapting intelligence practices to the current fight.

### 30 Intelligent Design: COIN Operations and Intelligence Collection and Analysis

Major Dan Zeytoonian, U.S. Army, et al.

The methodology for IPB—intelligence preparation of the battlefield—has undergone a wholesale change from cold war days.

### 38 The XVIII Airborne Corps on the Ground in Iraq

Lieutenant General John R. Vines, U.S. Army

The Corps's commander discusses the operational environment in Iraq, the challenges of theater battle command, and the need to reengineer our predeployment training.

### 47 Battlefield Victories and Strategic Success: The Path Forward in Iraq

Lieutenant Colonel Chris Gibson, U.S. Army

Called upon to help stabilize both Mosul and Tal Afar, 2-325 Infantry learned valuable lessons about how to win in COIN.

## LATIN AMERICA

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Admiral Alejandro Kenny, Argentine Navy, Retired

Using the soft power of its booming economy, China has become an integral player in Latin America.

### 67 Civilian-Military Relations in Latin America

Dr. Thomas C. Bruneau and Dr. Richard B. Goetze Jr., Major General, U.S. Army, Retired

Bruneau and Goetze argue that Latin American political leaders can no longer afford to be laissez-faire toward their militaries.

**Cover Photo:** While on patrol in Baghdad, SSG Dan Forsythe (L) of the 7th Infantry Division and an interpreter working for the U.S. Army (R) talk to Iraqis attending a funeral, 1 August 2005. (REUTERS/Andrea Comas ACO/DY)

## WRITING COMPETITION WINNERS

### 75 2<sup>nd</sup> Place (DePuy Competition)—U.S. National Security Policy: Framing an Authentic Preemptive Strategy in the 21st Century

*Major Todd Schmidt, U.S. Army*

In a seeming paradox, an effective preemptive national security policy must focus on improving the security of individuals across the globe.

### 84 3<sup>rd</sup> Place (DePuy Competition)—Statistics, Real Estate, and the Principles of War: Why There is No Unified Theory of War

*Dr. Jan S. Breemer*

Because insurgency differs from conventional war, and both differ intrinsically from nuclear war, the principles of war must also differ from conflict to conflict.

## STAND ALONE

### 90 Viewing the Center of Gravity through the Prism of Effects-Based Operations

*Major Robert Umstead, U.S. Air Force, and Lieutenant Colonel David R. Denhard, U.S. Air Force*

The conventional center-of-gravity concept can be reconciled with effects-based operations to assist Army planners.

### 96 The Expeditionary Sailor in the War on Terror

*Captain J. Lee Johnson, U.S. Navy, Retired*

The Navy is making broader contributions to the ongoing operations in Iraq and the Global War on Terrorism.

### 100 It's Time for a New Round of OER Reform

*Lieutenant Colonel Dennis P. Chapman, U.S. Army, National Guard*

Inflation continues to haunt the officer evaluation reporting system. Changing to "cohort reporting" might finally exorcise this demon.

## INSIGHTS

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*Sarah Sewall*

To win in Iraq, we must overcome our cultural aversion to casualties, and our civilian leaders must take control of the overall effort.

### 109 The Leadership Battlebook: A Practical Approach to Leader Self-Development

*Lieutenant Colonel Ted A. Thomas, U.S. Army, Retired*

One way to turn leader self-development from a good idea into an active pursuit is to write it all down.

## BOOK REVIEWS Contemporary readings for the professional

Peter J. Schoomaker  
General, United States Army  
Chief of Staff

Official:



JOYCE E. MORROW  
Administrative Assistant to the  
Secretary of the Army 0527107

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