



Military Review

Special Edition—Counterinsurgency Reader

Lieutenant General
David H. Petraeus

Commander,
USACAC
Commandant, CGSC

Colonel
William M. Darley
Editor in Chief

Staff

Lieutenant Colonel
Arthur E. Bilodeau
Managing Editor
Major John Rainville
Editor, Latin American Editions

Major Thomas Shrader
Marketing and Production
Manager

Marlys Cook
Supervisory Editor

John Garabedian
Associate Editor

Nancy Mazzia
Books and Features Editor

Barbara Bauchle
Visual Information Specialist

Patricia L. Wilson
Administrative Assistant

Michael Serravo
Webmaster

Editorial Board Members

Brigadier General Mark E. O'Neill
Deputy Commandant, CGSC

Clinton J. Ancker III, Director
Combined Arms Doctrine Directorate
Robert Baumann, Director
CGSC Graduate Program

COL Kevin Benson, Director
School of Advanced Military Studies

Gregory Fontenot, Director
University of Foreign Military and
Cultural Studies

Lester W. Grau
Foreign Military Studies Office

William G. Robertson, Deputy
Combat Studies Institute

Lon R. Seglie, Chief
Publication Division
Center for Army Lessons Learned

Dennis Tighe, Deputy
Combined Arms Center-Training

COL Stuart Whitehead, Director
TPIO Battle Command

Consulting Editors

Colonel Franklinberg
Ribeiro de Freitas
Brazilian Army,
Brazilian Edition

Lieutenant Colonel
Motriz Traub Bauer
Chilean Army,
Hispano-American Edition

Dhia Hakim
Arabic Edition

PREFACE

SEP-OCT 2004

2 Winning the War of the Flea: Lessons from Guerrilla Warfare

Lieutenant Colonel Robert M. Cassidy, U.S. Army

America's enemies use guerrilla tactics to protract the war in Iraq and to erode America's will.

MAY-JUNE 2005

8 Best Practices in Counterinsurgency

Kalev I. Sepp, Ph.D.

Studying the past century's insurgent wars can help us discern "best practices" common to successful COIN operations.

JULY-AUG 2005

13 Winning the Peace: The Requirement for Full-Spectrum Operations

Major General Peter W. Chiarelli, U.S. Army, and Major Patrick R. Michaelis, U.S. Army

Task Force Baghdad's campaign plan created the conditions to keep our Soldiers safe and our homeland sound.

NOV-DEC 2005

27 Changing the Army for Counterinsurgency Operations

Brigadier Nigel Aylwin-Foster, British Army

U.S. Army Transformation needs to focus less on its warfighting capability and more on developing a workforce that is genuinely adaptive.

41 Operation Knockout: COIN in Iraq

Colonel James K. Greer, U.S. Army

In November 2005, coalition and Iraqi forces again demonstrated the flexibility and agility needed in successful COIN operations.

JAN-FEB 2006

45 Learning Counterinsurgency: Observations from Soldiering in Iraq

Lieutenant General David H. Petraeus, U.S. Army

The Army has gained a great deal of experience in Iraq and Afghanistan about COIN operations. Here, one of the Army's most experienced commanders details 14 lessons learned.

56 The Object Beyond War: Counterinsurgency and the Four Tools of Political Competition

Montgomery McFate, Ph.D., and Andrea V. Jackson

Beating the opposition requires COIN forces to make it worthwhile for the civilian population to support the government. How? By providing security—or taking it away.

MAR-APR 2006

70 So You Want to Be an Adviser

Brigadier General Daniel P. Bolger, U.S. Army

One of the Army's top advisers in Iraq offers a vivid description of what it is like to train Iraqi security forces.

77 CORDS: Counterinsurgency Lessons from Vietnam for the Future

Dale Andrade and Lieutenant Colonel James H. Willbanks, U.S. Army, Retired, Ph.D.

Historians Andrade and Willbanks describe how the Civil Operations Revolutionary Development and Support (CORDS) program worked in Vietnam. A similar program might work in Iraq.

92 Unity of Effort and Victory in Iraq

Major Ross Coffey, U.S. Army

An innovative solution to the unity of effort in Vietnam, CORDS offers a blueprint for realizing the *National Strategy for Victory in Iraq*.

MAY-JUNE 2006

103 **Massing Effects in the Information Domain—A Case Study in Aggressive Information Operations**

Lieutenant General Thomas F. Metz, U.S. Army, et al.

III Corps's former commander in Iraq is "absolutely convinced that we must approach IO in a different way and turn it from a passive warfighting discipline to a very active one."

114 **The Decisive Weapon: A Brigade Combat Team Commander's Perspective on Information Operations**

Colonel Ralph O. Baker, U.S. Army

Based on his experiences in Baghdad, Baker tells us how the 1st Armored Division's 2BCT improvised an effective tactical IO program.

134 **"Twenty-Eight Articles": Fundamentals of Company-level Counterinsurgency**

Lieutenant Colonel David Kilcullen, Ph.D., Australian Army

Plain speaking from an experienced ally about how to do counterinsurgency at the tactical level.

JUL-AUG 2006

140 **Advising Iraqis: An Operating Philosophy for Working with the Iraqi Army**

Lieutenant Colonel Carl D. Grunow, U.S. Army

A straight-from-the-field assessment of the current advisory effort and a prescription for what it takes to succeed in Iraq.

150 **Countering Evolved Insurgent Networks**

Colonel Thomas X. Hammes, USMC, Retired

Insurgency is a competition between human networks. We must understand that salient fact before we can develop and execute a plan to defeat the insurgents.

159 **Producing Victory: Rethinking Conventional Forces in COIN Operations**

Lieutenant Colonel Douglas A. Ollivant, U.S. Army, and First Lieutenant Eric D. Chewing, U.S. Army

The combined arms maneuver battalion, partnering with indigenous security forces and living among the population it secures, should be the basic tactical unit of counterinsurgency warfare.

169 **Unit Immersion in Mosul: Establishing Stability in Transition**

Major Paul T. Stanton, U.S. Army

Tactical units living and working with the population "provide the flexibility to gather and disseminate information, influence host-nation political development, and neutralize threat activity."

SEP-OCT 2006

180 **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.

188 **Intelligent Design: COIN 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 since the cold war days.

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

Official:



JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army 0627001

Military Review presents professional information, but the views expressed herein are those of the authors, not the Department of Defense or its elements. The content does not necessarily reflect the official U.S. Army position and does not change or supersede any information in other official U.S. Army publications. Authors are responsible for the accuracy and source documentation of material they provide. *Military Review* reserves the right to edit material. Basis of official distribution is one per 10 officers for major commands, corps, divisions, major staff agencies, garrison commands, Army schools, Reserve commands, and Cadet Command organizations; one per 25 officers for medical commands, hospitals, and units; and one per five officers for Active and Reserve brigades and battalions, based on assigned field grade officer strength. *Military Review* is available on-line at <www.leavenworth.army.mil/MILREV>.

Military Review (US ISSN 0026-4148) (USPS 123-830) is published bimonthly by the U.S. Army, CAC, Fort Leavenworth, KS 66027-1254. Paid subscriptions are available through the Superintendent of Documents for \$42 US/APO/FPO and \$58.80 foreign addresses per year. Periodical postage paid at Leavenworth, KS, and additional mailing offices. POSTMASTER: Send address changes to Superintendent of Documents, PO Box 371954, Pittsburgh, PA 15250-7954.