



FEATURES

5 Cadets in Strategic Landpower

Managing the Talent We Need

Lt. Col. Adrian T. Bogart III, U.S. Army, and Capt. J.D. Mohundro, U.S. Army

The Army must focus on attracting and developing leaders as early as possible. Their education, experiences, and training during college will prepare cadets to apply strategic landpower as officers.

12 On Strategic Understanding Teaching Strategy from the Ground Up

Maj. Matthew Cavanaugh

The author contends that junior leaders must develop strategic understanding to become effective leaders and that mission command nests with this concept.

19 Defining Force 2025

Lt. Col. Brandon Smith, U.S. Army

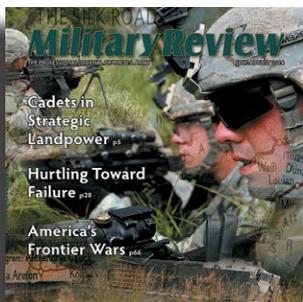
Force 2025 will guide Army development and innovation, providing the means to maintain a force that can stay regionally engaged to prevent and shape while maintaining the capability to win.

22 Strategic Leadership for Strategic Landpower

Make Explicit That Which is Implicit, and Do What Your Boss Needs You to Do

Gen. Robert W. Cone, U.S. Army, Retired, Col. Richard D. Creed Jr., U.S. Army, and Lt. Col. Adrian T. Bogart III, U.S. Army

Based on their personal experiences, the former TRADOC commander and two officers who served on his staff provide 12 principles to promote successful strategic-level leadership.



About the Cover

A montage of U.S. Army photos depicts the theme for this issue, *Strategic Landpower*.

28 **Hurling Toward Failure** Complexity in Army Operations

Maj. Donald L. Kingston Jr., U.S. Army

The crash of Air France Flight 447 illustrates how the increased complexity of information systems and our reliance on them increase the risk of catastrophic mission failure.

33 **Sustaining the Army National Guard as an Operational Force**

Col. Thomas M. Zubik, U.S. Army Reserve, Col. Paul C. Hastings, U.S. Army National Guard, Retired, and Col. Michael J. Glisson, U.S. Army National Guard

Three officers assert the need for the Army National Guard to maintain its designation as an operational force and provide guidance on how to get it done.

44 **The Defense Entrepreneurs Forum**

Developing a Culture of Innovation

Lt. Col. Curtis D. Taylor, U.S. Army, and Maj. Nathan K. Finney, U.S. Army

To foster a culture of innovation, the Army needs a means for lower-ranking personnel to connect with one another to refine and incubate their ideas, and a forum to discuss them. The Defense Entrepreneurs Forum can provide that mechanism.

50 **War as Political Work**

Using Social Science for Strategic Success

Matthew J. Schmidt, Ph.D.

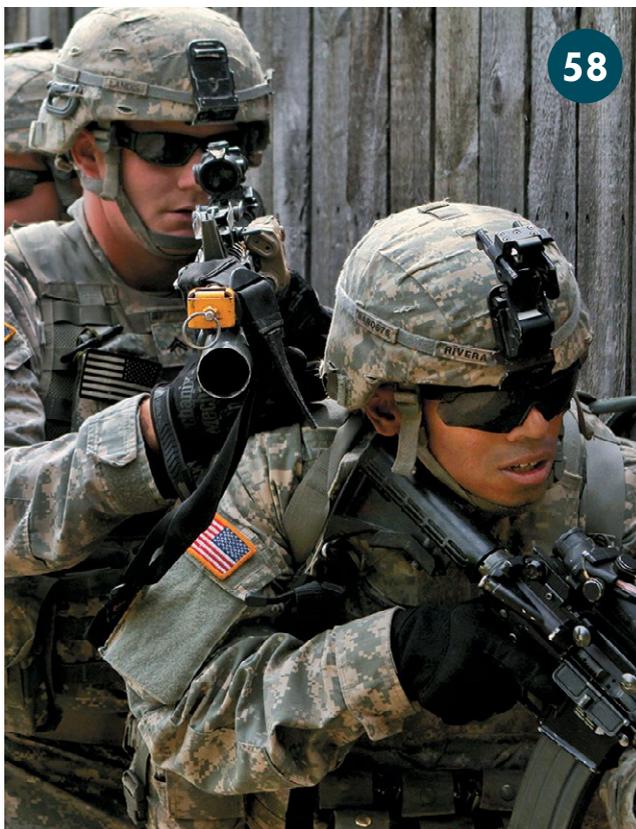
Army culture favors a quantitative/predictive approach to analyze problems. The author argues, however, that strategic thinking requires the relative subjectivity of a qualitative approach to problem solving.

58 **Army Experimentation**

Developing the Army of the Future—Army 2020

Van Brewer, Ph.D., and Capt. Michala Smith, U.S. Navy, Retired

The authors discuss how Army experimentation helps to validate emerging concepts and accurately predict the effect of future force structures and force reductions in real-world scenarios.



Military Review

THE PROFESSIONAL JOURNAL OF THE U.S. ARMY

July-August 2014 Vol 94 No.4
Professional Bulletin 100-14-7/8
Authentication no.1415503

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Submit manuscripts and queries by email to usarmyleavenworth.tradoc.mbx.military-review-public-em@mail.mil; or by mail to *Military Review*, CAC, 290 Stimson Avenue, Unit 2, Fort Leavenworth, KS 66027-1254.

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Military Review (US ISSN 0026-4148) (USPS 123-830) is published bimonthly by the U.S. Army, CAC, Fort Leavenworth, KS 66027-1293. 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 *Military Review*, CAC, 290 Stimson Avenue, Unit 2, Fort Leavenworth, KS 66027-1254.

The Secretary of the Army has determined that the publication of this periodical is necessary in the transaction of the public business as required by law of the department. Funds for printing this publication were approved by the Secretary of the Army in accordance with the provisions of Army Regulation 25-30.

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63 The Rise of Al Jazeera The Need for Greater Engagement by the U.S. Department of Defense

Col. Shawn Stroud, U.S. Army

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71 You Are Fired Maj. Gen. Michael W. Symanski, U.S. Army Reserve, Retired

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The Honorable Ike Skelton

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