

5 Assurance in Europe Why Relationships Matter

Lt. Gen. Donald M. Campbell Jr., U.S. Army, and Maj. Michael T. Whitney, U.S. Army

The U.S. Army Europe commanding general discusses how the relationships developed as a result of forward stationing units in Europe enabled the rapid, successful deployment of troops in support of Operation Atlantic Resolve.

11 The M1 Abrams Today and Tomorrow

Dr. Alec Wahlman and Col. Brian M. Drinkwine, U.S. Army, Retired

While the need for large concentrations of armored forces may have lessened, there is still a requirement in the U.S. Army for a lethal, mobile, and survivable armored vehicle.

21 Bringing Mobility to the Infantry Brigade Combat Team

Capt. Nathan Jennings, U.S. Army

The Army's infantry brigade combat teams lack of mobility leaves them ill prepared for the diverse challenges of warfare in the twenty-first century.

28 Losing Our Way

The Disassociation of Reconnaissance and Security Organizations from Screen, Guard, and Cover Missions

Robert S. Cameron, Ph.D.

Reconnaissance and security organizations have lost the ability to conduct the traditional security missions of screen, guard, and cover. The author argues that these missions must be reintegrated into the mission essential task list of reconnaissance units.

36 The Pen and the Sword The New Noncommissioned Officer Professional Development System—NCO 2020

Col. Alan G Bourque, U.S. Army, Retired; Aubrey G. Butts, Ph.D.; Lt. Col. Lary Dorsett, U.S. Army, Retired; and Command Sgt. Maj. Daniel Dailey, U.S. Army

There is a clear need for improved noncommissioned officer education and development. NCO 2020 will fulfill that need, developing flexible and adaptive NCO leaders who are prepared for the challenges of future battlefields.

42 Army Learning Concept 2015 is Underway

Chief Warrant Officer 5 John Robinson, Ed.D., U.S. Army, and Maj. Brian Davis, U.S. Marines, Retired

The U.S. Army Warrant Officer Career College has embraced Army Learning Concept 2015 and is in the process of revising their curriculum, fine-tuning delivery methods, and educating their new instructors to reflect the Army's new approach to institutional learning.

47 The Challenge of



About the Cover

Sgt. Jeremy Hazard, a wheeled vehicle mechanic with the 6th Engineer Battalion (Combat Airborne), 2nd Engineer Brigade, snowshoes across the tundra after conducting an airborne operation 1 May 2014 during exercise Arctic Pegasus in Deadhorse, Alaska.

(Photo by Sgt. Edward Eagerton, Army National Guard)

Countering Weapons of Mass Destruction on the Korean Peninsula

Lt. Col. Scott Daulton, U.S. Army, and
Lt. Col. Bill Shavce, U.S. Army

Two officers discuss the challenges associated with combating and eliminating weapons of mass destruction and share how U.S. forces prepare for this critical mission on the Korean Peninsula.

54 Survivability, Sustainability, and Maneuverability

The Need for Joint Unity of Effort in Implementing the DOD Arctic Strategy at the Tactical and Operational Levels

Capt. Nathan Fry, U.S. Army National Guard

An officer trained in Arctic survival posits that the U.S. Army is ill-prepared to conduct operations in the Arctic environment and provides recommendations on how U.S. forces can attain the unique skills.

63 What Lessons Did We Learn (or Re-Learn) About Military Advising After 9/11?

Lt. Col. Remi Hajjar, U.S. Army

Military advisors require a sophisticated array of skills to successfully accomplish advisory missions. The Army must capture the valuable lessons learned during advisory missions in Iraq and Afghanistan.

76 Operation Serval Another Beau Geste of France in Sub-Saharan Africa?

Lt. Gen. Olivier Tramond, French Army, and
Lt. Col. Philippe Seigneur, French Army

Two French officers provide lessons learned from Operation Serval, a multinational military operation in Mali, to clear radical Islamist insurgents from that country.

87 Entanglement: Using Social Network Analysis for Military Justice Applications

Maj. Dan Maurer, U.S. Army

Social network analysis is a method for discovering and describing webs of relationships among social actors. The author provides innovative applications of social network analysis within military justice practice.

97 Leveraging the Power of Loyal Dissent in the U.S. Army

Maj. Thomas B. Craig, U.S. Army

Loyal dissent is not a personal attack on a leader's authority, but a way for subordinates to contribute to the success of the team. When executed properly, leaders use loyal dissent to create the conditions for innovation by utilizing subordinates to their fullest potential.

This article won 3rd place in the 2013-14 MacArthur Military Leadership Writing Competition

104 Two Faces of Critical Thinking for the Reflective Military Practitioner

Col. Christopher Papparone, Ph.D., U.S. Army, Retired

Two paradigms—logico-scientism and interpretivism—are quintessential for military decision making. These two paradigms are complementary, and Army leadership must understand and use both to master critical thinking.

Above: Army Reserve Chemical, Biological, Radiological and Nuclear Operations soldiers with the 401st Chemical Company form an extraction team to get notional injured out of a contaminated area after a simulated chemical agent attack.

(Photo by Staff Sgt. Roger Ashley, 412th Theater Engineer Command PAO)

Left: A wave of fire crashes against the riot shields of soldiers from 2nd Squadron, 38th Cavalry Regiment, 504th Battlefield Surveillance Brigade, during a fire phobia training exercise 22 January 2012 at the Joint Multinational Readiness Center.

(Photo by Sgt. Cody Barber, 11th Public Affairs Detachment)

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111 No Shortage of Campfires Keeping the Army Adaptable, Agile, and Innovative in the Austere Times

Col. John Culclasure, U.S. Air Force, Retired

The author draws lessons from Gen. Eisenhower to show how the Army can overcome fiscal constraints and maintain its edge by focusing on our soldiers' best weapon for adapting and innovating: the cognitive process.

This article won 1st place in the 2014 General William E. DePuy Combined Arms Writing Competition.

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