

8 Globally Integrated Operations in the Horn of Africa through the Principles of Mission Command

Maj. Gen. Wayne W. Grigsby Jr.,
U.S. Army

Col. Todd Fox, U.S. Army

Lt. Col. Matthew F. Dabkowski,
U.S. Army

Cmdr. Andrea N. Phelps,
U.S. Navy

The commander of the Combined Joint Task Force—Horn of Africa created solutions for complex problems by applying Army mission command principles to theater security cooperation missions. The task force adapted its organization in unusual ways to conduct unified action effectively with many diverse partners.

19 The Civil Engagement Spectrum

A Tool for the Human Domain

Lt. Col. James N. Krakar,
U.S. Army Reserve

The author demonstrates that conventional units have a capability gap regarding civil engagement and proposes a framework he calls the civil engagement spectrum as a way to fill that gap.

27 NATO's Approach to Irregular Warfare

Protecting the Achilles' Heel

Lt. Col. Christian Jeppson,
Swedish Special Forces

Capt. Sampsa Heilala,
Finnish Special Forces

*Capt. Jan Weuts,
Belgian Special Forces

Master Sgt. Giovanni Santo Arrigo,
Italian Special Forces

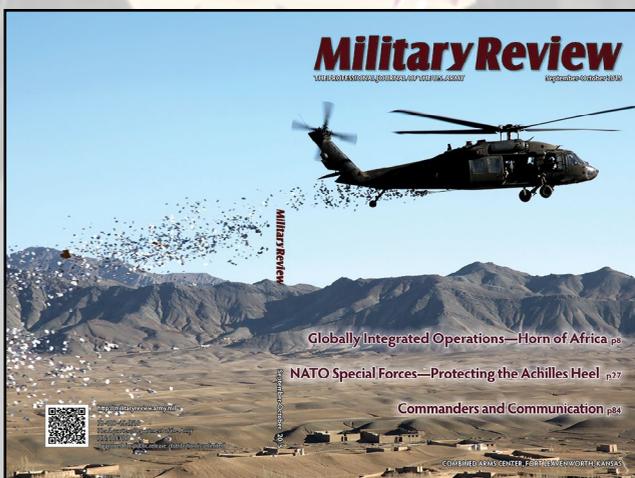
Four European special operators discuss the need for NATO to use a bottom-up approach during irregular warfare conflicts to establish a governance authority considered legitimate by the populace within a reasonable timeframe; special operations forces are the key to success in this endeavor.

**Principal Author*

40 The Theory and Practice of Insurgency and Counterinsurgency

Bernard B. Fall, PhD

Based on a 1964 lecture, this article still has relevance today. The author provides numerous examples of revolutionary wars, and discusses the challenges inherent in revolutionary war and the need for continued evolution of counterinsurgency tactics and doctrine.



(U.S. Air Force photo by Staff Sgt. Samuel Bendet)

About the Cover

Soldiers from the 350th Tactical Psychological Operations, 10th Mountain Division, drop leaflets 6 March 2008 over a village near Hawijah in Kirkuk Province, Iraq. The leaflets are intended to promote the idea of self-government to area residents.

49 **Interpersonal Engagement**

The Indispensable Warrior Skill

Lt. Col. Robert M. Hill, EdD,
U.S. Army, Retired

Face-to-face interpersonal engagement can be instrumental in successful mission accomplishment. Soldiers and leaders must become experts in engagement skills to effectively operate in the human domain.

57 **Religious Engagement and the Seventh Warfighting Function**

Time to Stop, Listen, and Engage

Maj. Theresa Ford, JD, U.S. Army

The Army's seventh warfighting function—engagement—proposes ways to ensure soldiers work with partners and populations in a culturally attuned manner. The author describes how she conducted religious engagement to build relationships while serving with the Afghanistan/Pakistan Hands Program.

65 **Army Translator and Interpreter Companies**

A Wasted Resource

Capt. Jessica L. Cook, U.S. Army

The former commander of an Army translator and interpreter company discusses problems with the training and utilization of soldiers in this military occupational specialty and provides recommendations to maximize the effectiveness of this critical asset.

70 **The Case for a National Information Strategy**

Col. Dennis Murphy,
U.S. Army, Retired

Lt. Col. Daniel Kuehl, PhD,
U.S. Air Force, Retired

The United States lacks a coherent, comprehensive national information strategy, according to two retired military officers. They discuss how a national strategy must consider connectivity, content, and cognition in the information environment in order to enable accomplishment of U.S. strategic objectives.

84 **Commanders and Communication**

Lt. Col. David Hylton,
U.S. Army

Effective communication can set the conditions for future operations and may be able to prevent future conflict. Commanders must establish a communication mindset and empower subordinates to communicate.

93 **Public Opinion**

A Center of Gravity Leaders Forget

Col. Steve Boylan,
U.S. Army, Retired

A center of gravity can be moral as well as physical, and public support is an essential element of the moral center of gravity. Military leaders must consider the impact of public opinion in operational planning and execution.

Soldiers from the 9th Psychological Operations Battalion, 4th PSYOP Group, conduct a leaflet drop 26 October 2009 over a village in Iraq. PSYOP soldiers use leaflets to disseminate important information to the local populace, including information about upcoming humanitarian assistance missions.

(Photo courtesy of U.S. Army Special Operations Command)

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106 Effective Writing for Army Leaders

The Army Writing Standard Redefined

Desirae Gieseeman

The old definition of effective Army writing is ineffective for helping writers become skilled thinkers and communicators. Research on the nature of writing, learning, and functional communication shows why the old standard does not work, and it points to a better way.

119 Religious Participation

The Missing Link in the Ready and Resilient Campaign

Chaplain (Maj.) Brian Koyn, U.S. Army

Participation in religious activities can build and sustain personal as well as unit readiness and resilience. A former Ranger regiment chaplain provides a compelling argument for such participation as part of the Army's Ready and Resilient Campaign.

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A Soldier's Struggle With Torture, Trauma, and the Moral Injuries of War

Lt. Col. Douglas A. Pryer, U.S. Army

The author provides a review of the book by Bill Russell Edmonds about how traumatic experiences affected him.

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136 *Readers provide analyses of contemporary readings for the military professional.*



Spc. Thomas White, an infantryman with Company A, 1st Battalion, 2nd Infantry Regiment, 172nd Infantry Brigade, climbs a ladder to set up a defensive watch position during an air assault mission 21 March 2012 in Ghazni Province, Afghanistan, while two Afghan children watch.

(Photo by Spc. Robert Holland, 172nd Infantry Division PAO)