

8 North Korean Collapse or Korean Reunification

The Importance of Preparation over Prediction

Bryan Port

Preparing for the collapse of North Korea or its reunification with South Korea is more important than predicting the manner or timing of those events. How the United States responds to such occurrences will have a tremendous impact on its future position in the region and elsewhere.

20 Strategic Acquisition for Effective Innovation

Lt. Col. Rafael Rodriguez, U.S. Army
Maj. William Shoemate, U.S. Army
Maj. Justin Barnes, U.S. Army
Karen Burke

A team from the Chief of Staff of the Army Strategic Studies Group recommends ways to make the Army's cumbersome acquisition process more conducive to effective innovation.

30 How America Will Be Attacked

Irregular Warfare, the Islamic State, Russia, and China

Dr. Sebastian Gorka

A noted counterinsurgency scholar provides a primer on the roots of unconventional war theories behind the current Islamic insurgency being conducted by the Islamic State, Russia's current approach to warfare, and the progress of Chinese unrestricted warfare.

42 The Global Spread of Arms

The Link between State Collapse, Small Arms Proliferation, and Global Conflict

2nd Lt. Josef Danczuk, U.S. Army

The United States and its partners need a strategy to prevent small arms and light weapons proliferation from collapsed states in order to protect global national security interests. The author demonstrates this need by highlighting events during the collapses of the Soviet Union in 1991 and Libya in 2011.

51 Strategic Assessment of Bolivia's Defense Policy

Cristián Faundes

Bolivia is interested in expanding its territory by reclaiming portions of the Pacific coast it ceded to Chile as a result of a past war. The author assesses Bolivia's defense policy as it relates to its geographical neighbors and its strategic objective of reasserting this territorial claim.

60 Commanding the Right

Islamic Morality and Why It Matters

Chaplain (Maj.) Seth H. George, U.S. Army

The author introduces the Islamic moral and legal obligation for "commanding the right and forbidding the wrong," describes how Islamic extremists appeal to this duty to establish their moral legitimacy, and offers recommendations for Army leaders to succeed in dealings with our Muslim partners.

68 **The Chemical, Biological, Radiological, and Nuclear Terrorism Threat from the Islamic State**

Carole N. House

The demonstrated ruthlessness and extensive resources of the Islamic State warrant an examination of the viability and probability of a chemical, biological, radiological, or nuclear attack by that nonstate actor.

76 **Growing Army Professionals**

Closing the Values Gap

Lt. Col. Thomas R. Matelski, U.S. Army

The author contends that new soldiers have difficulty identifying with the seven Army Values that are the foundation of the Army profession, and he describes a values-based training concept his unit implemented to bridge this gap.

84 **How the Army's Multi-Source Assessment and Feedback Program Could Become a Catalyst for Leader Development**

Col. Kevin McAninch, U.S. Army

With certain changes, the Multi-Source Assessment and Feedback program could be a powerful means for enhancing leader development. The author describes the current unpopularity, misuse, and ineffectiveness of this program, then describes ways to improve its efficacy.

94 **Ten Lessons Learned about Host-Nation Construction in Afghanistan**

Vikram Mittal, PhD

Working with Afghan construction companies means overcoming unique challenges for U.S. personnel in charge of designing or overseeing construction on U.S. military bases. A former brigade engineer shares lessons he learned while overseeing construction operations in the Kabul Base Cluster in Afghanistan.

102 **Training for Decisive Action**

Maj. Will Shoemate, U.S. Army

Maj. Benjamin Jensen, U.S. Army

The Army can provide training that ensures units are ready to conduct unified land operations through decisive action. Army leaders start by describing operations in terms of time, space, purpose, and resources.

110 **A Financial Comparison of the Blended (New) Retirement System and the Current (Soon to Be Old) Defined Benefit System**

John B. White, PhD, professor of finance, U.S. Coast Guard Academy

Service members need to be informed of the advantages of the new Army retirement system versus the old system before making career decisions. A financial expert lays out the benefits of each to help military readers understand their retirement options.

Military Review

THE PROFESSIONAL JOURNAL OF THE U.S. ARMY

September-October 2016, Vol. 96, No. 5

Professional Bulletin 100-16-09/10

Authentication no.1619314

Commander, USACAC; Commandant, CGSC: Lt. Gen. Michael D. Lundy

Provost, Army University, CGSC: Brig. Gen. John Kem

Acting Director and Editor in Chief: Dr. Donald Wright

Administrative Assistant: Linda Darnell

Managing Director: William M. Darley, Col., USA (Ret.)

Operations Officer: Maj. Steven Miller

Writing and Editing: Jeffrey Buczkowski, Lt. Col., USA (Ret.);

Desirae Gieseeman; Beth Warrington

Graphic Design: Arin Burgess

Webmaster: Michael Serravo

Editorial Board Members: Command Sgt. Maj. David O. Turnbull—Army

University; Clinton J. Ancker III—Director, Combined Arms Doctrine

Directorate; Robert Baumann—Director, CGSC Graduate Program; Lester W.

Grau—Foreign Military Studies Office; John Pennington—Chief, Publishing

Division, Center for Army Lessons Learned; Col. Christopher Croft—Director,

Center for Army Leadership; Thomas Jordan—Deputy Director, MCCoE; Mike

Johnson—Combined Arms Center-Training; Col. John Vermeesch—Deputy

Director, Center for the Army Profession and Ethic; Mr. Richard J. Dixon—

acting Director, School of Advanced Military Studies

Consulting Editors: Col. Danilo Mota Alencar—Brazilian Army, Brazilian

Edition; Lt. Col. Mauricio Alejandro Rojo Fuentes—Chilean Army, His-

pano-American Edition

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 Ave., Unit 1, Fort Leavenworth, KS 66027-1254.

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 ten 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 online at <http://militaryreview.army.mil>.

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. Please call GPO sales at 1-866-512-1800. Periodical postage paid at Leavenworth, KS, and additional mailing offices.

POSTMASTER: Send address changes to *Military Review*, CAC, 290 Stimson Ave., Unit 1, 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.

Mark A. Milley—General, United States Army Chief of Staff

Official: 

Gerald B. O'Keefe—Administrative Assistant to the Secretary of the Army

119 Constructive Effects

Focus on Capabilities

Lt. Col. Kevin McCaskey, PhD,
U.S. Air Force

Developing doctrine based on the destructive effects that yielded positive results during Desert Storm is the wrong course of action for military planners. Instead, the military should focus on developing its constructive capabilities to yield predictable, value-added results in future wars.

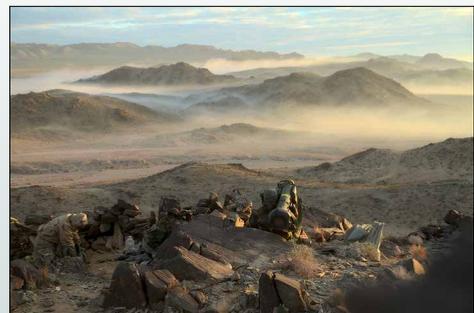
REVIEW ESSAY

128 Rebuttal

The CIA Responds to the Senate Intelligence Committee's Study of Its Detention and Interrogation Program

John G. Breen, PhD

The reviewer critiques a book that describes the Central Intelligence Agency's highly detailed and introspective response to a Senate Select Committee on Intelligence report on the CIA's Detention and Interrogation Program, along with essays written by senior CIA officials involved with the program.



About the Cover: Soldiers from 1st Battalion, 14th Cavalry Regiment, 3rd Stryker Brigade, 2nd Infantry Division stationed at Joint Base Lewis-McChord, Washington, wait to engage enemy vehicles during Decisive Action Training Rotation 14-03 at the National Training Center in Fort Irwin, California, on 28 January 2014. (Photo by Sgt. Paul Sale, U.S. Army)

LETTERS TO THE EDITOR

130 *Readers comments.*

BOOK REVIEWS

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



Soldiers jump from an Air Force C-130 Hercules during a performance at the Sioux Falls Air Show, Sioux Falls, South Dakota on 23 July 2016. The soldiers are assigned to the Black Daggers, the Army's Special Operations Command parachute demonstration team. The event marks the seventieth anniversary of the South Dakota Air National Guard. (Photo by Master Sgt. Christopher Stewart, Air National Guard)