FEATURED ARTICLES

2  FM 3-0 Operations—The Army’s Blueprint
   General William S. Wallace, U.S. Army
   TRADOC’s commander introduces the newest version of FM 3-0, Operations, the Army’s guide to operating in the 21st century.

8  Restoring Hope: Economic Revitalization in Iraq Moves Forward
   Paul A. Brinkley, Deputy Under Secretary of Defense for Business Transformation
   Mr. Brinkley provides a good news update concerning efforts to modernize Iraq’s economy.

18  Human Terrain Mapping: A Critical First Step to Winning the COIN Fight
   Lieutenant Colonel Jack Marr, U.S. Army; Major John Cushing, U.S. Army; Major Brandon Garner, U.S. Army; Captain Richard Thompson, U.S. Army
   Human terrain mapping offers a systematic method to obtain the information Soldiers need to succeed in counterinsurgency.

25  Combating a Modern Insurgency: Combined Task Force Devil in Afghanistan
   Colonel (P) Patrick Donahue, U.S. Army, and Lieutenant Colonel Michael Fenzel, U.S. Army
   Two principals describe how Combined Task Force Devil employed a balanced strategy of kinetic, non-kinetic, and political actions to quiet eastern Afghanistan during OIF VI.

41  Anbar Awakens: The Tipping Point
   Major Niel Smith, U.S. Army, and Colonel Sean MacFarland, U.S. Army
   The “Anbar Awakening”—what some have called the “Gettysburg of Iraq”—resulted from the careful application of multiple lines of operation, among them the deliberate cultivation of local leaders.

53  Polish Military Police Specialized Units
   Major General Bogusław Pacek, Polish Army
   Poland is taking the lead in developing NATO’s special police units. The concept’s designer rounds out the specifics behind these highly capable modular forces.

58  A Strategic Failure: American Information Control Policy in Occupied Iraq
   Dr. Cora Sol Goldstein
   U.S. press policy implemented in Iraq after the fall of Baghdad failed miserably. Decision-makers might have looked to occupied Germany circa 1945 for a better plan.

66  The Reflective Military Practitioner: How Military Professionals Think in Action
   Colonel Christopher R. Paparone, U.S. Army, Retired, Ph.D. and Colonel George Reed, U.S. Army, Retired, Ph.D.
   Understanding the social processes at work in the Army’s construction of professional knowledge can prevent inertia, ossification, and, ultimately, irrelevance.

77  Lessons in Leadership: The Battle of Balaklava, 1854
   Dr. Anna Maria Brudenell
   Balaklava and its famous charge have become bywords for stubborn heroism, devotion to duty, and steadfastness in the face of overwhelming odds—but also futility, waste, incompetence, and poor communication.

Cover Photo: Quality assurance technician at the State Company for Drugs and Medical Supplies in Ninawah, Iraq. (courtesy of Paul A. Brinkley)
85 Follow the Money: The Army Finance Corps and Iraqi Financial Independence
   Lieutenant Colonel Laura Landes, U.S. Army
Without a sound currency and an interbank market, any appearance of progress in Iraq may be illusory.

CONTEST WINNERS
Honorable Mention: 2007 DePuy Writing Contest

92 Preparing for Economics in Stability Operations
During stability operations, economic actions become as important as military actions.

99 Stabilizing Influence: Micro-Financial Services Capability
   James E. Shircliffe Jr.
Micro-financial services that offer very small loans and savings accounts to the less affluent should be part of all U.S. stability operations.

INSIGHTS

107 Hybrid Wars
   Colonel John J. McCuen, U.S. Army, Retired
To win a hybrid war, the U.S. must succeed on the conventional battlefield and in the “population battlegrounds” at home and abroad.

114 Listen to the Airman
   Lieutenant Colonel Gian P. Gentile, U.S. Army
An Air War University monograph warns that we have become dogmatic in our single-minded pursuit of a proper COIN strategy. It should be required reading for all Army officers.

BOOK REVIEWS CONTEMPORARY READINGS FOR THE PROFESSIONAL

LETTERS