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2 Empirically Based Leadership: Integrating the Science of Psychology in Building a Better Leadership Model

Major Sean P. McDonald, U.S. Army

Leadership doctrine has not fully incorporated critical empirical data into its leadership model.

11 Building the New Culture of Training

General Robert W. Cone, U.S. Army

Commanders will build the new culture of training for the next 40 years.

17 Meritocracy in the Profession of Arms

Colonel Thomas Boccardi, U.S. Army

The Army should modify its current selection practices and adopt a system of talent management.

24 Security Cooperation in Support of Theater Strategy


Improving interoperability with future coalition partners is a vital investment in our national security.

30 Seizing the Initiative by Establishing the Rule of Law During Combat Operations

Colonel John F. Hussey, U.S. Army Reserve

Preparation of forces for rule of law operations is critical for success of any desired strategic end state.

38 Army Doctrine Publication 3-0: An Opportunity to Meet the Challenges of the Future

Colonel Clinton J. Ancker, III, U.S. Army, Retired, and Lieutenant Colonel Michael A. Scully, U.S. Army, Retired

Army professionals who shared ideas born out of experiences in combat over the past 11 years developed ADP 3-0 and the associated Doctrine 2015 manuals.

43 "America’s Army—Our Profession"

Major General Gordon B. "Skip" Davis, Jr., U.S. Army, and Colonel Jeffrey D. Peterson, U.S. Army

Army members must remain faithful to the five essential characteristics of the Army Profession: trust, military expertise, honorable service, esprit de corps, and stewardship of the profession.

Front cover: George Armstrong Custer, circa 1865 (Library of Congress).
49 Education for Critical Thinking
Colonel Thomas M. Williams, U.S. Army Reserve
The Army’s Professional Military Education system should adopt an educational philosophy that focuses less on knowledge content and more on the ability to reason and argue rationally.

55 Narcissism and Toxic Leaders
Lieutenant Colonel Joe Doty, Ph.D., U.S. Army, Retired, and Master Sergeant Jeff Fenlason, U.S. Army
Authentic leadership is about more than just accomplishing the mission and getting a promotion. It also includes developing and empowering subordinates and building trust.

61 Discerning the Role of the Narrative in Strategy Development
Lieutenant Colonel David T. Culkin, U.S. Army
The strategic narrative links policy, strategy, and military objectives in a logical framework.

67 INSIGHT: Center for Army Leadership Response to “Empirically Based Leadership”
Colonel Tom Guthrie, U.S. Army
The Leader Requirements Model in Army leadership doctrine is an empirically valid model of leadership informed by leader expertise and operational practice.

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