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2 The Great Drone Debate
Amitai Etzioni
Drones are here to stay, and the arguments against their use have to be addressed.

14 The Rise of the Machines
Lieutenant Colonel Douglas A. Pryer, U.S. Army
Employment of unmanned aerial vehicles in war carries costs that can have unforeseen strategic ramifications.

25 Applying Mission Command through the Operations Process
Lieutenant Colonel Michael Flynn, U.S. Army, Retired, and Lieutenant Colonel Chuck Schrankel, U.S. Army, Retired
Mission command and its associated framework, the operations process, are central concepts that underpin how our Army fights.

33 The Officership Model: Exporting Leader Development to the Force
Major Todd Hertling, U.S. Army
The U.S. Military Academy’s capstone course, Officership, can help rekindle the enthusiasm for leader development across the Army.

42 The Evolution of Mission Command in U.S. Army Doctrine, 1905 to the Present
Colonel Clinton J. Ancker, III, U.S. Army, Retired
The basic ideas of mission command have evolved continuously, often reflecting combat experience.

53 Dynamics of Interagency Teams
Major General Raymond D. Barrett, U.S. Army, Retired
Leaders will be better equipped to manage teams if they understand the dynamic forces that bind them and tear them apart.

62 Revisiting Persistent Engagement and Interagency Collaboration
Major Charles Malcolm Williams, U.S. Army
The Joint force must understand the importance of political causation in creating instability.

Front cover: An MQ-1C Gray Eagle unmanned aircraft makes its way down an airfield on Camp Taji, Iraq, before a surveillance mission in the Baghdad area. (U.S. Army photo by SPC Roland Hale)
70  Breaking the Kevlar Ceiling: A National Security Case for Full Gender Integration in the U.S. Army
    Major Jacqueline S.L. Escobar, U.S. Army
    It is a travesty for the best military in the world not to include the perspective of half the nation's talent pool in its strategic decision making.

79  Social Swarming: Asymmetric Effects on Public Discourse in Future Conflict
    Major David Faggard, U.S. Air Force
    Cyber-based information warfare is built upon E-citizen soldiers using social swarming to overwhelm a system, a decision-maker, or a critical node.

89  Death from Above: UAVs and Losing Hearts and Minds
    Jeffrey A. Stuka, Ph.D.
    "The greatest, weirdest, coolest, hardware in the American arsenal" is probably undermining America's image abroad.

96  INSIGHTS: An Injury, Not a Disorder
    Frank Ochberg, M.D.
    The time is now to understand post-traumatic stress as an injury.

100  REVIEW ESSAY: The Eagle Unbowed: Poland and the Poles in the Second World War
    Daniel Paliwoda, Ph.D.
    Poland's history may be tragic, but a doomed heroism distinguishes it.

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