FEATURED ARTICLES

2 The Imaginary Army Ethic: A Call for Articulating a Real Foundation for our Profession
Lieutenant Colonel Brian Imiola, U.S. Army, Ph.D.
For years the Army has talked about the “Army Ethic,” but has never articulated the ethic’s principles. A professor asserts that the Army needs the principles expressed in a clear manner to guide its actions and decisions.

6 Improving the Leader Development Experience in Army Units
Colonel Douglas C. Crissman, U.S. Army
A former brigade commander opines that leader development is a continuous process and suggests ways to improve the leader development experience in units.

16 Professionalism and the Officer Personnel Management System
William M. Donnelly, Ph.D.
A military historian researches the officer management system initiated during the Vietnam War to improve officer professionalism. He concludes that 40 years later officer professionalism remains a matter of concern.

24 Early Mistakes with Security Forces Advisory Teams in Afghanistan
Captain Wesley Moerbe, U.S. Army
If the security forces advisory team is to be an enduring and decisive part of our strategy, we must develop an overarching concept to provide an azimuth to unify our efforts.

30 To Make Army PME Distance Learning Work, Make It Social
Lieutenant Colonel Raymond A. Kimball and Captain Joseph M. Byerly, U.S. Army
Social learning must be incorporated in all Army distance learning courses to connect students and allow for an exchange of ideas.

39 The Non-neutrality of Technology: Pitfalls of Network-Enabled Operations
Christine G. van Burken
A military scholar argues that making decisions on military operations based on network-enabling technology, such as live video imagines originating from manned or unmanned systems, may lead decision makers to misinterpret data or lose sight of the “big picture,” sometimes ending in tragedy.
The Human Shield in Islamic Jurisprudence

Major Benjamin Buchholz, U.S. Army

A foreign area officer specializing in Arabic and the Middle East discusses the legal and moral restrictions of using civilians as human shields. He argues that Al-Qaeda’s choice to discard Islamic traditions with regard to the human shield leaves the door open for exploitation by the U.S. military.

Purpose in Mission Design: Understanding the Four Kinds of Operational Approach

Simon Murden, Ph.D.

Design, a methodology for applying critical and creative thinking to understand, visualize, and describe complex, ill-structured problems, is on the verge of a sea change in conceptual capability; however, there is still much to be done.

Alternate Perspectives: Trying to Think from the Other Side of the Hill

Lieutenant Colonel William Greenberg, U.S. Army, Retired

Gaining an insight into the enemy’s perspective is a step toward understanding an enemy’s strengths, weaknesses, and intentions. Two case studies demonstrate the advantages.

INSIGHTS

King No More

Major Lance Boothe, U.S. Army, Retired

There is an identity crisis within the Field Artillery brought on by 10 years of counterinsurgency. The artillery must regain its core competencies.

Promoting Critical Thought: A Response to the Center of Army Leadership’s Rebuttal to “Empirically Based Leadership”

Major Sean P. McDonald, U.S. Army, Psy.D.

Discourse on the Leadership Requirement Model generated by an article in the March-April issue of Military Review continues.

BOOK REVIEWS

Contemporary Readings for the Military Professional

LETTERS