8 Leader Development and Talent Management
The Army Competitive Advantage
Gen. Raymond T. Odierno,
U.S. Army

The Army chief of staff provides an overview of sweeping changes being made to the Army’s leader development programs at all levels and the strategic philosophy behind them.

16 The Coming Educational Revolution in the Army
Senator Pat Roberts

The distinguished senator from Kansas demonstrates his support for The Army University concept in the first of three articles that explain the intent behind this significant change to the Army education system.

18 The Army University
Educating Leaders to Win in a Complex World
Lt. Gen. Robert B. Brown,
U.S. Army

In the second article of The Army University series, the commander of the U.S. Army Combined Arms Center explains in detail why the Army must transition to a university system, the advantageous changes that will occur with implementation of The Army University, and the benefits it will bring for our soldiers, Army civilians, and the Army as an institution.

29 What Will The Army University Mean for Enlisted Soldiers?
Command Sgt. Maj. Micheal Clowser, U.S. Army

The Army University is examined through the eyes of the senior enlisted leader of the Combined Arms Center–Education in the final article in this series. He explains the ramifications and benefits of the upcoming transition to a university system with a perspective specifically oriented toward our enlisted soldiers.

33 Developing Leaders
Col. Frank Wenzel, U.S. Army, Retired

The author explains the importance of Army leader development, identifies the attributes and competencies future leaders will need, and discusses how the Army plans and manages leader development through training, education, and experience.

About the Cover
Soldiers review the curriculum during the first class of the Master Resilience Trainer Course 16 November 2009 at the University of Pennsylvania in Philadelphia. The course is a component of the Comprehensive Soldier Fitness Program and is intended to teach the students how to impart resilience skills to soldiers, family members, and Army civilians.
42 Developing Army Enterprise Leaders
Col. Charles D. Allen, U.S. Army, Retired, and
Col. George J. Woods, PhD, U.S. Army, Retired

The authors describe what they consider the shortfalls of U.S. Army senior leader development and explain how to properly develop officers capable of leading large and complex organizations, processes, and systems to produce the capabilities that will achieve mission success in future operations.

50 Mentoring, Coaching, and Counseling
Toward a Common Understanding
Col. Jim Thomas, U.S. Army, Retired, and
Lt. Col. Ted Thomas, PhD, U.S. Army, Retired

The terms mentoring, coaching, and counseling have different meanings for each of the military services, but the desired results are not that different. The authors explain how mentoring, coaching, and counseling are at the heart of leader development and are key instruments for improving organizations.

58 Caution Required
Multirater Feedback in the Army
Maj. Gregory G. Lee, U.S. Army

The Army should be cautious and very deliberate if it implements multirater feedback into promotion or selection boards. In this article, a General MacArthur Leadership Award runner-up, the writer examines the multirater feedback assessment tool.

68 Army Leadership and the Communication Paradox
Maj. Christopher M. Ford, U.S. Army

A General MacArthur Leadership Award runner-up shows why the Army must acknowledge the importance of effective communication, integrate the teaching of communication skills—writing and speaking—throughout the Army officer education system, and elevate the role of effective communication in the exercise of mission command.

75 Operation United Assistance
The Initial Response—Setting the Conditions in the Theater
Maj. Gen. Darryl Williams, U.S. Army
Lt. Col. Matthew D. Koehler, U.S. Army
Maj. Christopher O. Bowers, U.S. Army

The commander of U.S. Army Africa demonstrates the importance of Army Service component commands and provides valuable lessons learned from his unit’s experiences during a recent humanitarian assistance mission to combat the Ebola outbreak in western Africa.
84 The First Regionally Aligned Force

Lessons Learned and the Way Ahead

Capt. Cory R. Scharbo, U.S. Army

The author presents lessons learned from the first regionally aligned force to support U.S. Africa Command. His intent is to provide a base of knowledge to assist other units preparing for similar missions and to recommend changes to the process for supporting future regionally aligned force deployments to Africa.

94 Operational Art by the Numbers

Lt. Col. David S. Pierson, U.S. Army, Retired

Understanding operational art and its associated elements can be challenging because they focus much more on art than science. The author explains the concept of operational art with a unique demonstration of its application to a common military activity—the permanent change of station move.

102 The Role of Iraqi Tribes after the Islamic State's Ascendance

Daveed Gartenstein-Ross, PhD, and Sterling Jensen, PhD

The authors provide a detailed discussion of the important role Sunni tribes have played in recent Iraqi history and their role in the current battle with the Islamic State.
Soldiers assigned to the 18th Combat Sustainment Support Battalion, 21st Theater Sustainment Command, set up an M18A1 Claymore anti-personnel mine during live-fire training 29 September 2010 at Grafenwoehr Training Area in Germany.

(Photo by Gertrud Zach, Visual Information Specialist, U.S. Army Europe)