



# Military Review

## 2 Letters to the Editor

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### 4 A Joint Context for Training at the Combat Training Centers

*Lieutenant General William S. Wallace, U.S. Army; Brigadier General Timothy D. Livsey, U.S. Army; and Lieutenant Colonel Richard A. Tottleben, U.S. Army*

Acknowledging the combat potential of a combined arms team, the Army drills collective warfighting skills at the CTCs. The shift to a modular-unit training strategy includes a joint context so Army formations can rapidly contribute to the joint team.

### 12 Understanding Fourth Generation War

*William S. Lind*

After Lind introduced the Three Generations of Maneuver Warfare, the U.S. Marine Corps asked, "What will the Fourth Generation be like?" The result was "The Changing Face of War: Into the Fourth Generation," copies of which were found in the caves at Tora Bora, the al-Qaeda hideout in Afghanistan. Here, Lind expands on his earlier work.

## Civilians on the Battlefield

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### 17 The Law of War and Civilians on the Battlefield: Are We Undermining Civilian Protections?

*Lieutenant Colonel Mark David "Max" Maxwell, U.S. Army*

Civilians and paramilitary operatives accompany U.S. forces in military operations. If they are captured should they receive the protections of international law, or does their presence on the battlefield violate the principles of the law of war?

### 26 Targeting Decisions Regarding Human Shields

*Captain Daniel P. Schoenekase, U.S. Army National Guard*

Human shields protect objects or areas from attack, but the use of human shields is illegal under international humanitarian law. The Army must be aware of the consequences of war in the presence of innocent bystanders.

### 32 Engaging Civil Centers of Gravity and Vulnerabilities

*Major Richard K. Sele, U.S. Army*

Global environments require Army doctrine to recognize civil centers of gravity and related vulnerabilities. Civil-military operations are now as important as battlefield operating systems.

## Winning the Fight

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### 38 Blue Force Tracking: A Subset of Combat Identification

*Colonel Kurt Dittmer, U.S. Air Force, Retired*

When the Army in Transformation considers new combat identification (CID) capabilities, it would do well to look at the U.S. Air Force's Blue Force Tracking and Situational Awareness CID methodology. Its kill chain process is designed to destroy the enemy it detects.

### 41 Winning the War of the Flea: Lessons from Guerrilla Warfare

*Lieutenant Colonel Robert M. Cassidy, U.S. Army*

Employing terror to attack the United States at home and abroad, America's enemies use guerrilla tactics to protract the war in Iraq and to erode America's will.

### 47 Winning the Nationbuilding War

*Staff Sergeant George E. Anderson, U.S. Army National Guard, Ph.D.*

Many countries have won the conventional war but lost the nationbuilding war. To win hearts and minds, nationbuilders must remember that all politics is local.

### 51 Terrorist Threat in the Tri-Border Area: Myth or Reality?

*Lieutenant Colonel Philip K. Abbott, U.S. Army*

Latin America's Tri-Border Area, bounded by Puerto Iguazu, Argentina; Ciudad del Este, Paraguay; and Foz do Iguacu, Brazil, is an ideal breeding ground for terrorist groups. While not currently the center of gravity in the Global War on Terrorism, the area is important in the strategy for combating terrorism.

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**56 Tactical Information Operations in Kosovo**

*Major Marc J. Romanych, U.S. Army, Retired, and Lieutenant Colonel Kenneth Krumm, U.S. Army*

As part of Multi-National Brigade (East), MNB(E), the 1st Armored Division employed tactical information operations to persuade hostile Serbian and Albanian factions in Kosovo to support the MNB(E)'s peacekeeping mission.

**Mental Preparedness**

**62 Military Application of Performance-Enhancement Psychology**

*Nathaniel Zinsser, Ph.D.; Colonel Larry D. Perkins, U.S. Army, Retired;  
Major Pierre D. Gervais, U.S. Army; and Major Gregory A. Burbelo, U.S. Army*

The U.S. Military Academy's Center for Enhanced Performance and other outreach units have developed a program to improve performance during military training. Many of the program's elements, particularly teambuilding, have implications for 21st-century Armed Forces.

**66 Zero-Defect Leaders: No Second Chance?**

*Major Claire E. Steele, U.S. Army*

Four illustrious officers—Chester Nimitz, John Lejeune, George S. Patton, Jr., and Henry H. "Hap" Arnold—rose to the top of their military professions despite serious mistakes and poor officer evaluation reports. Would this happen today in the zero-defect military services?

**71 Machines, the Military, and Strategic Thought**

*Colonel Antonio M. Lopez, Jr., U.S. Army, Retired, Ph.D.; Colonel Jerome J. Comello, U.S. Army, Retired, Ph.D.;  
and Lieutenant Colonel William H. Cleckner, U.S. Army, Retired*

Throughout history, the military has used machines to gain operational advantage over opponents. Now the Army is poised to use computers with artificial intelligence to read Clausewitz, analyze the enemy's center of gravity, and share strategic conclusions with commanders.

**78 Mentorship: Growing Company Grade Officers**

*Major Nate Hunsinger, U.S. Army*

In 1985, Chief of Staff of the Army General John A. Wickham, Jr., designated "leadership" as that year's Army theme and ordered senior leaders to challenge officers to mentor subordinates. Mentoring quickly became an Army paradigm.

**86 From One to Three Sixty: Assessing Leaders**

*Major Craig Whiteside, U.S. Army*

The Army has yet to address how subordinates or peers evaluate their leaders. A 360-degree leader-evaluation tool would help the Future Force produce better leaders.

**89 Swiss Armed Forces and the Challenges of the 21st Century**

*Lieutenant Colonel Laurent Michaud, Swiss Army*

Military transformation requires effort and engenders debate and controversy. Despite its unique geopolitical sphere of influence and political neutrality, Switzerland is engaged in military reform.

**94 Mountain Warfare: The Need for Specialized Training**

*Major Muhammad Asim Malik, Pakistan Army*

Mountain warfare is specialized combat with unique characteristics. Military leaders and soldiers need training and experience to understand the peculiarities of mountainous environments and how they affect combat.

**103 A Strategy for the Korean Peninsula: Beyond the Nuclear Crisis**

*Colonel David S. Maxwell, U.S. Army*

North Korea might become a member of the nuclear club and provide nuclear capabilities to rogue states and terrorist organizations. But this is only one problem that exists on the divided Korean Peninsula.

**109 Review Essay**

**Osama bin-Laden Interview, June 1999: Entering the Mind of an Adversary**

*Lieutenant Commander Youssef H. Aboul-Enein, U.S. Navy*

**113 Book Reviews** *contemporary readings for the professional*

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