



# Military Review

## Doctrine

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### 2 Center of Gravity Analysis

*Colonel Dale C. Eikmeier, U.S. Army*

Why are centers of gravity so difficult to identify or define? The Armed Forces have suffered from years of conflicting definitions. Not until 1997 did the services agree to the current joint definition.

### 6 The Recognition-Primed Decision Model

*Karol G. Ross, Ph.D.; Gary A. Klein, Ph.D.; Peter Thunholm, Ph.D.; John F. Schmitt; and Holly C. Baxter, Ph.D.*

The Army currently depends on a cumbersome military decisionmaking process. To take full advantage of new capabilities, the Army needs a new, more flexible process.

### 11 Gettysburg's "Decisive Battle"

*Major Thomas Goss, U.S. Army, Ph.D.*

The Battle of Gettysburg, when examined for decisions made and results gained, functions as a springboard to address the link between decision and the battlefield.

### 17 Finesse: A Short Theory of War

*Major Michael Forsyth, U.S. Army*

In finesse, the focus of military operations might not be on the use of military force. Information operations or a civil-military effort could take precedence.

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### 20 True Battlefield Visibility

*Commander Norman R. Denny, U.S. Naval Reserve*

The U.S. military is striving to integrate new technology onto the battlefield. One promised improvement would reduce the fog of war through the use of digital communications and unmanned aerial vehicles.

### 22 Understanding Fear's Effect on Unit Effectiveness

*Major Gregory A. Daddis, U.S. Army*

Adversaries will continue to use fear as a weapon, especially in asymmetrical warfare, so it is prudent to reexamine fear's effect on unit effectiveness.

## Jointness

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### 28 Understanding the Standing Joint Force Headquarters

*Colonel Douglas K. Zimmerman, U.S. Army*

USJFCOM is developing a joint development and experimentation strategy along two paths: a concept development path and a prototype path.

### 33 Joint Concept Development at Joint Forces Command

*Jeffrey J. Becker, Military Analyst*

Rapid change, uncertainty, and the catastrophic consequences of failure mean that the U.S. does not have the luxury of extended and complex development time lines to construct new military capabilities. Military forces must be intellectually and programmatically agile enough to adapt to change faster than our adversaries can.

### 39 What is Joint Interdependence Anyway?

*Colonel Christopher R. Paparone, U.S. Army, and James A. Crupi, Ph.D.*

The future of jointness is interdependence, with all services relying on each other's capabilities to be successful. Paparone and Crupi are not satisfied with this vision. Military leaders might miss associated leadership and organizational implications.

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### 42 Something Old, Something New: Guerrillas, Terrorists, and Intelligence Analysis

*Lieutenant Colonel Lester W. Grau, U.S. Army, Retired*

The Taliban, which cannot match Western coalition forces in technology or conventional combat, has reverted to terrorism and guerrilla warfare, with al-Qaeda assuming an advisory and training role.

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## 50 Will We Need a Space Force?

*Major Richard D. Moorhead, U.S. Army*

Will space forces become a new armed force on a new battlefield? Opponents claim no combat space mission justifies a separate force. They are correct now, but will that change in the future?

## 54 Sea-Basing and the Maritime Pre-positioning Force (Future)

*Major Henry B. Cook, U.S. Army National Guard*

The intent of sea-based operations is to use the flexibility and protection of the sea base to minimize the Marine air-ground task force's presence ashore. The challenge lies in sea-basing's logistical sustainment and implementation.

## Leadership

### 59 Raising the Ante on Building Teams

*Colonel Steven M. Jones, U.S. Army*

Warfighting readiness demands a synergy of effectively organized and trained soldiers, supported by appropriate, well-maintained equipment. Command climate provides the means to create this synergy and lies at the heart of readiness.

### 67 Toxic Leadership

*Colonel George E. Reed, U.S. Army*

In 2003, the U.S. Army War College examined how the Army could assess leaders to detect those with destructive leadership styles. The most important first step in detecting and treating toxic leadership is to recognize the symptoms.

### 72 Developing Lieutenants in a Transforming Army

*Major Kenneth A. Romaine, U.S. Army*

Leadership, a decisive factor on the battlefield, takes many forms. No one leadership style, action, or trait is universally effective for all situations. What, then, should be the focus of Army leader development?

### 81 Gas, Mud, and Blood at Ypres: The Painful Lessons of Chemical Warfare

*Major Thomas S. Bundt, U.S. Army, Ph.D.*

In 1915, the German Army introduced poison gas at the Second Battle of Ypres in an effort to break the stalemate across Flanders during World War I. A forgotten battlefield with significant lessons for the future, Ypres evokes one of the greatest fears in modern war—the use of chemical weapons.

### 83 The GI Bill: Recruiting Bonus, Retention Onus

*Lieutenant Commander John B. White, U.S. Naval Reserve, Ph.D.*

One of the most enduring pieces of legislation that emerged from World War II was the Servicemen's Readjustment Act of 1944, better known as the GI Bill, which has profoundly affected American society in the nearly 60 years that it has been in effect.

## Almanac

### 86 Blitzkrieg in Retrospect

*Lieutenant Colonel Samuel J. Newland, U.S. Army, Retired, Ph.D.*

## Insights

### 89 Fashioning a U.S.-Israeli Military Alliance

*Edward Bernard Glick, Ph.D.*

## Review Essay

### 90 Guts and Glory: The American Military Image in Film

*Major Jeffrey C. Alfier, U.S. Air Force*

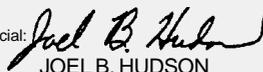
### 91 Islamic Militant Cells and Sadat's Assassination

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

### 95 Book Reviews *contemporary readings for the professional*

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