



WAR ROOM

ONLINE JOURNAL OF THE U.S. ARMY WAR COLLEGE

INDEX OF ARTICLES & FEATURES

VOLUME 12 (WINTER 2020)

WEEK OF 6 JANUARY 2020 – ISSUE 1

[STAGE SETTING: THE MODERN THEATER ARMY](#)

By Paul Mikolashek, Gregory Cantwell and Buck Haberichter January 7, 2020

Whether it's the local arts theater or the geographic theater, stage setting is all about getting ready for the big show. A former CFLCC commander presents his thoughts on how the theater army prepares the latter.

[SIR MICHAEL ELIOT HOWARD: IN MEMORIAM](#)

By War Room January 9, 2020

Sir Michael Howard passed on 30 Nov 19. The field of war studies and military history lost a great scholar, mentor, and friend. A few friends and colleagues had thoughts they wished to share about the man. @KingsCollegeLon

WEEK OF 13 JANUARY 2020 – ISSUE 2

[REMEMBERING THE BATTLE OF THE BULGE](#)

By David Hogan, Jr. and Ron Granieri January 14, 2020

In the midst of the 75th anniversary of the Battle of the Bulge David Hogan joins Ron Granieri to discuss the brutal offensive in the Ardennes Forest.

[STRATEGY WHILE SHAVING WITH A BLOWTORCH](#)

By Jonathan Klug January 16, 2020

Who did FDR call upon to lead the USN when the nation faced naval combat in two oceans? The toughest SOB he could find, Admiral Ernest J. King. @Strategy_Troll

["ON BEHALF OF THE AMERICAN PEOPLE"](#)

By Brad Arsenault, Alexious Butler, Leigh Caraher and Ron Granieri January 17, 2020

Foreign aid is often a hot topic among U.S. voters, especially amidst budget, debt and deficit conversations. But most citizens don't really understand USAID and its role in international affairs. @RonaldGranieri.

WEEK OF 20 JANUARY 2020 – ISSUE 3

[LYKKE'S LITTLE THREE-LEGGED STOOL \(PART 1\)](#)

By Arthur F Lykke, Jr., Mark Duckenfield and Jacqueline E. Whitt January 21, 2020

Ends, ways and means. It's the starting point for most discussions about strategy. Did you ever wonder where the concept and the three legged stool model comes from?

[THE LEAVENWORTH HERESY?](#)

By Thomas Bruscano January 23, 2020

Was strategy replaced by military campaigning? Operational art was never meant to replace anything above corps, group or field army. So when did the generals assume responsibility for thinking about the entire DIME?

[LYKKE'S LITTLE THREE-LEGGED STOOL \(PART 2\)](#)

By Arthur F Lykke, Jr., Mark Duckenfield and Jacqueline E. Whitt January 24, 2020

For nearly forty years ends, ways and means have been the starting point for discussions about strategy. Art Lykke, creator of the concept is back to explain its staying power.
@notabattlechick

[RARE EARTH ELEMENTS: RARER IN THE UNITED STATES](#)

By Claude Lambert January 28, 2020

Not as rare as you might think, rare earth elements are difficult and expensive to mine. And China's dominance in the market is concerning for the modern world. Claude Lambert has some thoughts on how to break their stranglehold.

WEEK OF 27 JANUARY 2020 – ISSUE 4[LESSONS LEARNED THE HARD WAY: THE EVOLUTION OF THE BRITISH LIGHT INFANTRY](#)

By Huw Davies and Jacqueline E. Whitt January 30, 2020

Lessons identified are not the same as lessons learned. Innovation & adaptation are stifled w/o understanding org culture, national character, & their role in history & your future.
@HuwJDav @notabattlechick

[THE INFORMATION APOCALYPSE PART V: THE FOURTH ESTATE](#)

By Mari Eder January 31, 2020

What passes for media these days? Is the Fourth Estate expanding into the world wide web or is it being consumed by it? Mari Eder is back with Pt 5 of her Information Apocalypse series examining the state of "the news." @mk2353

WEEK OF 3 FEBRUARY 2020 – ISSUE 5[LOOKING TO THE PAST TO CHANGE THE FUTURE](#)

By John Terino and Jacqueline E. Whitt February 4, 2020

We've said it time and again, change is hard; especially in large complex organizations. But AF PME is pulling out all the stops to improve the institution, with a little help from the past.
@HQAirUniversity @notabattlechick

[CONFESSIONS OF A FAILED STRATEGIST, PART 2: SOLVE PROBLEMS THROUGH PROBLEMS](#)

By Jobie Turner February 5, 2020

Think more strategically. It's important but does it lead to platitudes w/o details? To develop a nat'l strategy must we address specific problems or does that just lead to the comfortable operational zone? @TurnerJobie

[DENNIS SHOWALTER: IN MEMORIAM](#)

By War Room February 6, 2020

Dennis Showalter passed on 30 Dec 19. The field of military history lost a great mind. A few friends and colleagues had thoughts they wished to share about the man. @DShowalterPhd

[OBSERVATIONS FROM NATO'S NORTHERN FRONT \(LEADER PERSPECTIVES\)](#)

By Torgeir Gråtrud and Ron Granieri February 7, 2020

Major General Torgeir Gråtrud, commander of the Norwegian Special Operations Command, discusses his perspectives on strategic leadership & the importance of allies & relationships.

WEEK OF 10 FEBRUARY 2020 – ISSUE 6[EUROPEAN STRATEGIC AUTONOMY: ON U.S. TERMS](#)

By Robert Gleckler, Joel Hillison and Buck Haberichter February 11, 2020

French President Macron called for a European Army in 2018. It's not a new idea. It's been considered since VE Day. Might this be the decade it actually happens? @UncleBuck67

["TECHNOCRATS AND OPERATIONAL EXPERTS" \(DUSTY SHELVES\)](#)

By Heather Venable February 13, 2020

Technology is alluring. Especially to the military seeking competitive advantage. But tech can blind its user to strategic plans over operational solutions. @Heather_at_ACTS

[HUMANITARIAN OPS: OPPORTUNITIES, CHALLENGES AND PITFALLS](#)

By Mary Elizabeth Walters and Jacqueline E. Whitt February 14, 2020

The decision to render aid or enter into humanitarian operations in another country isn't always an easy one. It may seem like a simple endeavor, but what happens when helping ends up hurting in the long run? @mewalters101 @notabattlechick

WEEK OF 17 FEBRUARY 2020 – ISSUE 7[WHY MILITARY OFFICERS ARE FAILING](#)

By Elizabeth Vaughan Moyer February 18, 2020

How many times have you deployed to a new country armed only with computer based cultural training? We've got to do better understanding enemies and allies if we are to succeed in the future. That starts with understanding ourselves.

[THE UNITED NATIONS GREATEST ACCOMPLISHMENT: A WHITEBOARD](#)

By War Room February 19, 2020

What would you say has been the United Nation's greatest accomplishment since its founding? WAR ROOM presents the top 5 answers from respected scholars in the field. @alexmiddlewood @notabattlechick

[AI ON THE BATTLEFIELD? - IT'S ALREADY HERE](#)

By Paul Springer and Jacqueline E. Whitt February 20, 2020

When will we become comfortable enough with technology to eliminate the human in the loop and what will it mean for humanity? Paul Springer and @notabattlechick discuss AI on the battlefield. @HQAirUniversity @aupress

[SANCTIONS IN THE CYBER DOMAIN: OLD WAYS WON'T WIN TODAY'S WARS](#)

By Emiel Haeghebaert February 21, 2020

Sanctions can be difficult to effectively apply in the physical world. What do they look like in the ether of the cyber domain? @Ehaeghebaert looks at deterring malicious cyber activity.

WEEK OF 24 FEBRUARY 2020 – ISSUE 8[LIBERATION FROM THE POINT OF VIEW OF THE LIBERATED](#)

By William Hitchcock and Michael Neiberg February 25, 2020

The freeing of an oppressed people is indeed a noble venture. But as the U.S. learned in Iraq it's a complicated relationship between the liberated and their liberators. @WillHitchUVA and @MichaelNeiberg discuss the lessons to be learned.

[A TOOL FOR DECEPTION: THE URGENT NEED FOR EM DECOYS](#)

By Walker Mills February 27, 2020

Maybe inflatable tanks won't fool a modern enemy, but that doesn't mean the U.S. should ignore the employment of decoys on the battlefield. Walker Mills explores deception in the EM spectrum.

[IT'S ONLY A PRE-WAR PERIOD IN HINDSIGHT](#)

By Brian Linn, Con Crane and JP Clark February 28, 2020

Labels have meaning. Whether leadership views the inter-war period as post-war or pre-war determines where the organization goes. Brin Linn, Con Crane & @jpclark97 discuss.

WEEK OF 2 MARCH 2020 – ISSUE 9[CHINA'S GRAND STRATEGY AND THE BRI](#)

By Sarwar Kashmeri and Jacqueline E. Whitt March 3, 2020

The Belt & Road Initiative. It's not just a catchy name, it's the crown jewel of China's Grand Strategy. What's the U.S. version? @sarwar_kashmeri & @notabattlechick discuss the path China has taken to present day.

[THE BALANCING ACT FOR FEMALE OFFICERS](#)

By Allison Abbe March 5, 2020

Organizational culture is incredibly difficult to change. And until top U.S. military leaders drive that change, women in the military will be subject to an unfair balancing act in order to succeed.

[THE ARMY WAR COLLEGE EXPERIENCE - EN ESPAÑOL](#)

By Andres Paz, Alfredo Pozzo and Fernando Prada March 6, 2020

It's a podcast takeover! Three AY20 Resident class students commandeer the mics in our first ever all Spanish episode. Listen to their AWC experience & follow along w/ the English transcript on our web page.

WEEK OF 9 MARCH 2020 – ISSUE 10[MOBILIZATION TO DEMOBILIZATION: THE LIFE OF THE MINUTEMAN](#)

By William Donnelly March 10, 2020

DUSTY SHELVES welcome William Donnelly as he reviews "Minuteman: The Military Career of General Robert S. Beightler" the story of a wrongly forgotten commander from World War II. @USArmyCMH

[LESSONS FROM 1918: GET A FLU SHOT, WASH YOUR HANDS](#)

By Michael Neiberg and Jacqueline E. Whitt March 11, 2020

As the world deals with COVID-19 it's worth a look back a hundred years to see how the Spanish Flu of 1918 devastated the globe. @MichaelNeiberg @notabattlechick

[THE SIGNIFICANCE OF THE ODNI: AN INTERVIEW WITH JAMES CLAPPER](#)

By James Clapper and Genevieve Lester March 13, 2020

A BETTER PEACE welcomes James Clapper to discuss the role and current state of the DNI. Genevieve Lester hosts the conversation about the impact to the intel community..

WEEK OF 16 MARCH 2020 – ISSUE 11[THAT NEVER HAPPENED: A WATER COOLER DISCUSSION ABOUT MOVIES](#)

By Thomas Bruscano, Jacqueline E. Whitt and Ron Granieri March 17, 2020

Never watch a movie with a historian. They nitpick every pesky little detail and remind us just how little we actually know about history. Join @RonaldGranieri @BruscanoTom @notabattlechick as they ruin your viewing pleasure.

['BEHAVIORAL INDICATORS': AVOIDING SELF-DEFEAT IN COUNTERING INSIDER THREATS](#)

By Frank Tortorello March 19, 2020

The results to our joint OUSDI/WAR ROOM Insider Threat Essay Contest are in. There was a fantastic response, & two essays rose to the top. W/o further ado we present the runner up's submission. Watch WAR ROOM for the winner next week.

[THE WONDERFUL WORLD OF CLASSIFICATION](#)

By Alison Goldsmith and Ron Granieri March 20, 2020

Who decides what gets what classification? Are there rules? Does the U.S. over-classify? Of course! Listen to Alie Goldsmith and @RonaldGranieri discuss the ins and out of the DoD classification system.

WEEK OF 23 MARCH 2020 – ISSUE 12[LEADERSHIP IN THE MIDST OF TRAUMA](#)

By Andrew Deaton and Ron Granieri March 24, 2020

Too many of us have witnessed tragedy in the last two decades. How you and your organization recovered was influenced by those you called leaders. Drew Deaton joins @RonaldGranieri to discuss.

[INSIDER THREAT: A PEOPLE PROBLEM IN THE AGE OF BITS AND BYTES](#)

By Michael Gelles and Joe Mariani March 25, 2020

The results of our joint OUSDI/WAR ROOM Insider Threat Essay Contest are in. There was a fantastic response, & two essays rose to the top. Last week was the runner up. And now w/o further ado we present the winning submission.

[WHAT GOOD IS GRAND STRATEGY? A WHITEBOARD](#)

By War Room March 26, 2020

Do we really need a grand strategy? Is the world too complex to be accounted for by one unifying plan of actions and interests? See what these five scholars think @CastilloJasen @shiffrinson @RobertJRalston @BushSchool @TAMU

[THE MARTIAL CITIZEN](#)

By Amy Rutenberg and Jacqueline E. Whitt March 27, 2020

@amyjay401 joins @notabattlechick to examine the unintended consequences and discriminations of Vietnam-era draft policy, deferments and the evolution of the AVF and what she calls the martial citizen.

WEEK OF 30 MARCH 2020 – ISSUE 13[A NEW WASHINGTON NAVAL CONFERENCE FOR A POST-COVID WORLD?](#)

By Michael Neiberg March 31, 2020

Is it possible that the worst pandemic in over a century could serve as a unifying force for progress? @MichaelNeiberg looks at the Washington Naval Conference of 1921 for a present day roadmap.

[A TRANSATLANTIC PERSPECTIVE ON NATO](#)

By Timothy Radford and Jacqueline E. Whitt April 2, 2020

Lt Gen Timothy Radford of the British Army discusses his perspectives on strategic leadership, vision and effect, and the importance of allies and relationships. @RadfordTimothy3 joins @notabattlechick to examine his new role as DSACEUR.

[NOT WORTH A THOUSAND WORDS: ABANDONING THE DA PHOTO](#)

By Paul Kearney April 3, 2020

WAR ROOM welcomes @Gstrategerist to discuss the value of the DA photo in today's Army. Not only does he question whether it adds value but he points to studies that show it can undermine the promise of a meritocracy.