



WAR ROOM

ONLINE JOURNAL OF THE U.S. ARMY WAR COLLEGE

INDEX OF ARTICLES & FEATURES

VOLUME 8 (WINTER 2019)

WEEK OF 7 JANUARY 2019

JOHN BOYD AND THE "OODA" LOOP (GREAT STRATEGISTS)

By Clay Chun and Jacqueline E. Whitt, released 8 January

Presents the theories of John Boyd, a contemporary airpower theorist who created the OODA Loop, a learning approach to reducing uncertainty on the battlefield.

THREE FLAWED PRACTICES THAT UNDERMINE TALENT MANAGEMENT

By Rob McNellis, released 9 January

Too many junior officers are unable to properly develop their talents because of three practices that conflict with stated Army leader development doctrine.

A 'BIG DATA' APPROACH TO WINNING THE ASYMMETRIC FIGHT

By Jacob Shapiro and Andrew A. Hill, released 11 January

Presents how management of 'big data' can allow an asymmetric combatant to translate thousands of local outcomes to achieve the political goal.

WEEK OF 14 JANUARY 2019

WHAT DO YOU DO WITH FORCE AFTER YOU WIN?

By Wayne Lee and Jacqueline E. Whitt, released 15 January

Discuss how the transition from conflict to post-conflict depends on cultures of the combatants involved, with implications for military roles and missions.

WE NEED AN AI-BASED ENEMY ANALYSIS TOOL ... NOW!

By Edward Ballanco, released 16 January

Advances in artificial intelligence can, and should, be applied to new intelligence tools that can analyze and predict enemy actions on the battlefield.

LEADING AND MANAGING CHANGE: MORE THAN JUST A PROCESS

By Tom Galvin and Buck Haberichter, released 18 January

Change in military organizations is hard. This podcast presents ways of crafting change stories to convince members and stakeholders of the need for change.

WEEK OF 21 JANUARY 2019**THE TALE OF TWO GENERALS WHO BECAME SECRETARY OF DEFENSE**

By Chuck Allen, released 22 January

While retired flag officers might be candidates for SECDEF, the cases of Generals Marshall and Mattis highlight possible civil-military challenges.

JOHN WARDEN AND THE ENEMY AS A SYSTEM [GREAT STRATEGISTS]

By Clay Chun and Jacqueline E. Whitt, released 23 January

Presents the theories of John Warden, a contemporary airpower theorist who developed the five-ring model to help maximize effects of targeting an enemy.

***SECOND* BEST FIELD ARMY COMMANDER: WHITEBOARD RESPONSE**

By WAR ROOM Editors, released 24 January

This Whiteboard response post presents the top reader responses to who is the 'second' best field Army commander ever and why.

THE PARTNERSHIP OF ROBERT E. LEE AND STONEWALL JACKSON [GREAT CAPTAINS]

By Christian Keller and Jacqueline E. Whitt, released 25 January

Discusses the strategic teaming of Generals Lee and Jackson whose strategic thinking and tactical prowess enabled Confederate success in the Civil War.

WEEK OF 28 JANUARY 2019**ROLES [AND PERILS] OF BEING A WATCHDOG: THE PRESS AND GOVERNMENT**

By Amanda Cronkhite and Jacqueline E. Whitt, released 29 January

While the media provides an important check against abuses of government power, tensions can manifest in intimidation and violence against the press.

A CLOSER LOOK AT THE "NEW" U.S. STRATEGY FOR AFRICA

By Chris Wyatt, released 30 January

While many focus on the 'great power' angle of the Administration's "new" Africa Strategy, several points on U.S.-Africa relations are being overlooked.

REFLECTIONS ON THE HUE CITY MASSACRE

By Jim Bullington and Jacqueline E. Whitt, released 31 January

A BETTER PEACE welcomes retired U.S. Ambassador Jim Bullington to recount the story of the Battle of Huế in Vietnam which began on January 31, 1968.

WEEK OF 4 FEBRUARY 2019**INTELLECTUAL PROPERTY RIGHTS & NATIONAL SECURITY**

By Rob Farley and Jacqueline E. Whitt, released 5 February

How do intellectual property rights affect national security and the military's ability to acquire new capabilities and sustain its competitive advantage?

BEST MOVIE TO TEACH LEADERSHIP? A WHITEBOARD

By WAR ROOM Editors, released 6 February

*Which movie would you recommend to new lieutenants, cadets, or high-schoolers to learn about leadership? Submit your answer to our newest Whiteboard!***CIVIL-MILITARY RELATIONS & THE DANGERS OF BEING A HIGHLY TRUSTED INSTITUTION**

By Marybeth Ulrich and Jacqueline E. Whitt, released 8 February

*These two releases provided the reader responses providing the great deceased military leader they would want to resurrect to lead today's forces.****WEEK OF 11 FEBRUARY 2019*****WHY DOES THE MEDIA COVER STORIES IN SOME COUNTRIES ... BUT NOT OTHERS?**

By Amanda Cronkhite and Jacqueline E. Whitt, released 12 February

*Why does the location of a news story affect its newsworthiness? And how does that influence policy makers, strategists, and the public at large?***THE POWER OF NUMBERS: CHALLENGES OF RAPIDLY EXPANDING THE ARMY**

By Paul Larson and Andrew A. Hill, released 13 February

*It is time for the Army to innovate in meeting the challenge of rapid expansion, because war has the power to surprise nations in unpleasant ways.***THE COMPLEX POLITICAL LANDSCAPE IN NIGERIA**

By John Campbell and Chris Wyatt, released 14 February

*Elections in Nigeria are not so much about issues. They are about personality and personal and ethical alliances as this podcast demonstrates.****WEEK OF 18 FEBRUARY 2019*****GEORGE C. MARSHALL & LEADING THE NATIONAL WAR EFFORT [GREAT CAPTAINS]**

By Bill Johnsen and Jacqueline E. Whitt, released 19 February

*Presents the view that despite not having served as a field army commander, George Marshall's vast accomplishments earn him the title of 'great captain.'***THE HIDDEN COMPLEXITIES OF U.S. DECISION-MAKING ON NORTH KOREA**

By Louis René Beres, released 20 February

*North Korea's capacity to expand its nuclear weapons remains unhindered, so what are the available strategic options and how should they be articulated?***KNOW THY ENEMY: OSAMA BIN LADEN & RISE OF THE NON-STATE ACTOR [GREAT CAPTAINS]**

By Sparky Anderson and Jacqueline E. Whitt, released 22 February

A BETTER PEACE looks at the impacts of Osama bin Laden and the rise of the non-state actor, focusing on resistance to the Soviet occupation of Afghanistan.

WEEK OF 25 FEBRUARY 2019**HOW INDIA'S DEFENSE POLICY COMPLICATES US-INDIA MILITARY COOPERATION**

By Abhijnan Rej, released 26 February

As the US-India defense relationship deepens, five weaknesses in India's defense policy could inhibit co-operation in pursuit of common security interests.

BEYOND THUCYDIDES: HERODOTUS, XENOPHON & UNDERSTANDING WAR (GREAT STRATEGISTS)

By Rob Farley and Jacqueline E. Whitt, released 27 February

What insights on ancient warfare can one glean from Herodotus and Xenophon that one might not get from reading Thucydides alone?

REAL MEN: COUNTERING A CENTURY OF MILITARY MASCULINITY

By Joshua Isbell, released 1 March

The U.S. military was structured under political and social gender norms that are becoming decreasingly relevant. How should the U.S. military adapt?

WEEK OF 4 MARCH 2019**RUSSIA, GREAT POWER COMPETITION, & POLITICS OF HYBRID WAR**

By Mitchell Orenstein and Darrell Driver, released 5 March

How does Russia's pursuit of great power competition serve its security interests and its vision of a future Europe?

DEVELOPING SENIOR OFFICERS WHO SOLDIERS WANT TO FOLLOW

By Chuck Allen and Craig Bullis, released 6 March

The significant impact of Army General Officers across the force suggests the need for better senior leader selection and development processes.

WEEK OF 11 MARCH 2019**BEST MOVIE TO TEACH LEADERSHIP: WHITEBOARD RESPONSE**

By WAR ROOM Editors, released 12 March

In this Whiteboard response, we present movies recommended by readers for new lieutenants, cadets, or high-schoolers to learn about leadership.

REMOTE WARFARE & RISKS OF RELYING ON LOCAL FORCES

By Emily Knowles and Jacqueline E. Whitt, released 13 March

Looks at NATO's shift from conventional ops and toward 'remote warfare' -- relying on local forces while minimizing one's own risks. Is it viable long-term?

LEARNING PAINFUL LESSONS FROM AFGHANISTAN

By Gunhild Hoogensen Gjorv, released 15 March

Presents civil-military problems from Afghanistan and warns against neglecting the civilian domain in future missions -- conventional or otherwise.

WEEK OF 18 MARCH 2019**RELIVING THE CIVIL WAR THROUGH BATTLEFIELD STAFF RIDES**

By Christian Keller and Jacqueline E. Whitt, released 19 March

So you want to visit a Civil War battlefield and learn its history. How can one go about it so to get the most out of the experience?

ARE MADURO'S ACTIONS EMPOWERING OTHER WOULD-BE DICTATORS IN LATIN AMERICA?

By Amanda Cronkhite, released 20 March

How the international community deals with Venezuela may impact democracy in Latin America. It is a test case for would-be rulers-for-life in the region.

RUSSIA'S VIEW OF THE WEST: IT'S COMPLICATED

By John Tefft and Bob Hamilton, released 22 March

A BETTER PEACE welcomes AMB John Tefft to the studio to discuss Russia -- its strategic interests, motivations, and relations with the U.S. and NATO.

WEEK OF 25 MARCH 2019**TRANSATLANTIC TRADE: MORE IMPORTANT THAN EVER**

By Johan Eliasson and Darrell Driver, released 26 March

A BETTER PEACE presents the current state of transatlantic trade -- how important it is and why one should not automatically assume its sustainability.

CONVENTIONAL AND UNCONVENTIONAL WAR ARE NOT OPPOSITES

By Martijn Kitzen, released 28 March

Western reorientation toward conventional warfare follows a historically observed pattern that leaves them unprepared for future irregular warfare.

"GOOD ALLIES": INTERNATIONAL PERSPECTIVES ON AFGHANISTAN

By JP Clark, released 29 March

States often have multiple objectives for sending their sons and daughters in harm's way. How should commanders account for them in a multinational setting?

WRITE FOR US!

WAR ROOM relies on contributions through an open submission process. Please refer to our [About Page](#) for submission guidelines and procedures. We hope to see you in the WAR ROOM!

