

The US Army War College Quarterly: Parameters

Volume 45
Number 3 *Parameters Autumn 2015*

Article 2

Fall 9-1-2015

From the Editor

Antulio J. Echevarria II

Follow this and additional works at: <https://press.armywarcollege.edu/parameters>



Part of the [Defense and Security Studies Commons](#), [Military History Commons](#), [Military, War, and Peace Commons](#), [National Security Law Commons](#), and the [Public Affairs Commons](#)

Recommended Citation

Antulio J. Echevarria II, "From the Editor," *Parameters* 45, no. 3 (2015), doi:10.55540/0031-1723.2737.

This Article is brought to you for free and open access by USAWC Press. It has been accepted for inclusion in The US Army War College Quarterly: Parameters by an authorized editor of USAWC Press.

From the Editor

Patrick Porter opens our Autumn issue with a special commentary entitled, “Soldiers Fighting Alone: The Wars of the Market-Security State.” Porter might well have used a different title, “Fighting in the Gray Zone.” Many of the features he ascribes to the ways market-security states make war also apply to the kinds of conflicts Western powers tend to confront today, namely, those falling short of war but which are clearly not peace.

Our first forum, *Strategic Leadership*, addresses the practice of strategic leadership both as a practical challenge and as a cultural challenge. Major General William Rapp’s “Civil-Military Relations: The Role of Military Leaders in Strategy Making,” describes shortcomings in the civil-military relations model advanced by Samuel Huntington, and suggests how military leaders can move beyond it to provide the best possible military advice to our political leaders. Jason Warren’s “The Centurion Mindset and the Army’s Strategic Leader Paradigm,” critiques the US Army’s cultural preference for developing officers’ tactical or operational expertise at the expense of the skills needed to develop sound strategy.

The second forum, *Countering Gray-Zone Wars*, discusses two strategic approaches capable of working within the space short of war. Jakub Grygiel’s “Arming Our Allies: The Case for Offensive Capabilities,” argues some US allies should be allowed to arm themselves, if they desire. Doing so would strengthen the capability of those allies to deter the “under-the-threshold” aggression that characterizes gray-zone wars, and thus augment US extended deterrence. In “Understanding Coercive Gradualism,” authors William Pierce, Douglas Douds, and Michael Marra offer their collective insights regarding the strategies Beijing, Moscow, and others appear to be pursuing short of open conflict. The authors also reveal some of the weaknesses of these strategies.

Our third forum, *Thinking Strategically*, considers ways to enhance how military leaders might think through strategic problems. In “Dealing with Uncertainty in Strategic Decision-making,” Yakov Ben-Haim proposes a method, which he dubs “robust satisfying,” by which strategists might be able to reduce the influence of uncertainty on their decisions. David Patrick Houghton revisits the controversial theory of groupthink in “Understanding Groupthink: The Case of Operation Market Garden,” and offers ways to avoid its pitfalls.

The last forum, *Regional Challenges*, considers developments in Eastern Europe and Latin America. Ted Middleton’s “Order and Counter-Order: The European System and Russia,” suggests the clash between Russia and the West is that of a modern system of political order confronting a post-modern one. One way forward might be through better economic cooperation. In “Expanding the Rebalance: Confronting China in Latin America,” Daniel Morgan argues the US “rebalance” to the Asia-Pacific region is in danger of being outflanked in Latin America and the Caribbean. To avoid that, policymakers must respond to Beijing’s growing influence in that region. ~AJE

