



# Transformation Under Fire: Revolutionizing How America Fights

*Douglas A. Macgregor*

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Are we prepared to meet the challenges of the next war? What should our military look like? What lessons have we learned from recent actions in Afghanistan and Iraq? Macgregor has captured the attention of key leaders and inspired a genuine public debate on military reform. With the dangerous world situation of the early 21st century-and possible flashpoints ranging from the Middle East to the Far East-interservice cooperation in assembling small, mobile units and a dramatically simplified command structure is essential. MacGregor's controversial ideas, favored by the current Bush administration, would reduce timelines for deployment, enhance responsiveness to crises, and permit rapid decision-making and planning. The Army is the nation's primary instrument of land warfare, but what capabilities can the Army field today, and what is the Joint Commander likely to need tomorrow? Stuck with a force structure that hasn't changed since World War II, as well as an outdated command system, today's Army faces potential failure in a modern war. Without a conceptual redefinition of warfare as a joint operation, a new military culture that can execute joint expeditionary warfare will not emerge. New technology both compels and enables evolution of the armed forces' organization. MacGregor's visionary plan to integrate ground maneuver forces with powerful strike assets is the foundation for a true revolution in military affairs, and has sparked heated debates in policy and military circles.

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