

EDITORIAL

Dear reader,

This 35th issue of the magazine brings you ten articles that, we are sure, will be of great interest because of their diversity and unique approaches to the subjects. Before the brief comments on each article, we will present a brief discussion of the subject to introduce some ideas that can be correlated to it. We hope you will find it interesting!

Studies on command and leadership are always welcome among the military, as they look into key tools to fulfill their professional duties. Usually we look for the conceptual difference between these two ideas. Actually, they are complementary and can be applied in perfect harmony. Command is the fulfillment of the institutional duty of exercising the authority and the empowerment that comes with the rank, in order to lead people towards the achievement of set goals. When qualified by leadership - let's call it command with leadership - it comes with the ability to influence people's will, to ensure their commitment and to produce attitudes that will continuously predispose them to act in the best interest of the organization.

Here we can see the difference in styles. Simple command, even if not an authoritarian style of command, relies on obedience and not on persuasion. On the other hand, command qualified by leadership represents a partnership between commanders and subordinates. It finds bridges for a commitment of individual wishes of those who are led and their free will. In sharing responsibilities (let's make it clear, inside the group), under guidance from the chief, command with leadership brews a culture of more effective and long lasting behaviors aimed at the accomplishment of the assigned missions.

In sum, command with leadership is a way of leading that blends the authority of a commander and the will of subordinates to facilitate the development of a continuous predisposition to more effective behaviors in the organization.

At the strategic level, we should always bear in mind that despite being engaged in planning or in the enforcement of a strategy, a commander must never cease to be a direct leader of people, as the best and longer lasting results will not be achieved if he fails to persuade and constantly rekindle the motivation of the members of his management team.

Colonel Peçanha da Cruz is the author of the article "**The profile of the strategic leaders of the Brazilian Army in its process of transformation**", an excellent study where he presents a pragmatic description of a set of desirable attributes of the commanders that will manage the strategies aimed at the transformation of the Army. Among the most relevant, he accurately specifies

the two attributes that should be prominent at this political and strategic level: systemic approach and strategic vision. This article will add much to the self-preparation of those who will be heading the leading strategy teams or that have joined them as advisers. It is not applicable just in the military management field, but also, by isomorphism, in other areas involving analog processes.

Dissuasion is the basic Brazilian approach to the defense of legitimate national interests mentioned by Montesquieu. In *The Spirit of Laws* (that was also mentioned in the editorial of the previous issue, as it is essential to national defense professionals): "(...) nations ought in time of peace to do one another all the good they can, and in time of war as little injury as possible, without prejudicing their real interests". This combination between ethics and pragmatism in international relations poses a challenge to countries that, as Brazil along history, are not prepared to accept the truth of the three Shakespearean hypotheses that either you are born great, or you conquer greatness or it is imposed on you by others. The challenge is to acquire the national power needed to impose the level of greater or lesser injury to suffer or to inflict, both in times of peace and war. Instead of being merely subject of third parties will, deluded that dissuasion allows it to live in peace.

Among the different factors that determine capacity to dissuade is the national defense mentality, both among rulers and the people (born from national frame of mind and will), which is the subject of the article "**The Participation of the Military Organizations of the Army in the development of a defense mentality in Brazil**" by Colonel Piraju Borowski Mendes. He writes from the stand point of his interpretation of historical facts in Brazil, when, for lack of a national defense mentality, popular support did not measure up to the significance of moments such as the Declaration of Independence, the Triple Alliance War, the Proclamation of the Republic and the declaration of war to the Third Reich, that resulted in the participation in the Italian sector of the European theater of operations.

He also comments on the importance of the Mandatory Military Service to build the awareness of the new recruits – future multipliers - about the values of the military culture that breed a defense mentality. Examples are provided such as the promising experience carried out by a military organization of the Army. And, he underlines his opinion about the multiplying effect of recruits as facilitators of this culture by mentioning the high reliability rates the Armed Forces enjoy among the general public. He advances the thesis that measures can and should be adopted to mobilize this potential to foster this mentality, which as previously said, is critical to an actual dissuasion capacity.

In "**Democracy and War in South America** –

the progress and limits of the defense of democracy in the search for peace", Heitor Pergher and Graciela De Conti Pagliari analyze the pacts between the South American countries that include the so-called democracy clause as pre-condition for any nation to be accepted as a member. The authors infer that "the theoretical grounds for the regional peace promotion policy is the belief that democracies do not wage war on each other", which is the core premise of the Democratic Peace Theory. And they work from the hypothesis that promotion of democracy in the region did not suffice to prevent violent conflicts between region States, since oftentimes national policies prevail over regional policies and interests, independent from the political regime of the States involved in the disputes".

This is a consistent and high quality work. Its content will certainly add to our knowledge, for example, on the formation or the consolidation of the opinions about a political process and fact. The first is the way covenants have been used in an attempt to expand and set the roots of the Bolivarian doctrine in the region. The political fact - an episode of the process - is the enforcement in 2014 of the democratic clause for temporary suspension of Paraguay from the Mercosur, the only country that still prevented the inclusion of Venezuela, and the entry of this nation in the interregnum.

To the intelligence services falls the enormous responsibility of producing trustworthy, consistent, coherent, congruent, pertinent and impartial knowledge as inputs to the decision making process of its users. Hence, the desirable profile of intelligence analysts includes induction, deduction, observation, research, discernment, neutrality, serenity, equilibrium and equidistance among their skills or characteristics. One of the consequences of such attributes is to count on analysts capable of thinking "out of the box", free from the underlying influences, which – for being redundant, to underline the core idea of the article we will comment next - impregnates and blinds the perception of reality and truth. Maria Jose Espona and Manuel Giavedoni Pita, wrote the article "**The "Pregnant Blindness" in Intelligence. One case from History**", corroborating the findings of Brazilian Colonel Cristiano Pinto Sampaio on the threat of preconceived ideas to intelligence analyses. On the point of view of cognitive psychology they agree that most of the difficulties faced by intelligence analysis derive from the complexity of the mental processes and the lack of an actual understanding of how our minds work. Often, the lack of accuracy of the analyses results from the lack of conscious awareness on the part of the analysts about of what is going on in their minds while performing their professional tasks. We feel this brief narrative suffices to create high expectations about the article, most of all because it includes the study of the historic case of the Yon Kippur War.

About international terrorism, its theoreticians and advocates place it in the category of a form of war (either unilaterally "declared" by the terrorist organizations themselves, or even formally and officially recognized), whose purpose is to overcome the asymmetry of power where scales are initially tipped in favor of their enemies. Also according to them, terrorism replaces the conventional military force in order to generate psychological unbalance among the enemy, by the destabilizing effects generated by feelings of insecurity, uncertainty and fear.

In his article "**The challenges posed to Europe by the Islamic State**" Colonel Francisco Xavier Ferreira de Sousa helps us understand the political phenomena that spring from religious and political grounds and where he proposes to "study the anatomy of the threat; dissect the challenges Europe faces generated by the components of this threat" and to "try to envisage strategic lines of action to be implemented in Europe, as part of the strategy of fighting the threat". This is a current subject, which together with massive waves of illegal Syrian and African immigrants, terrorism from other sources and the unstable economy tend to give rise to serious and growing threats to the European Union.

The unbeatable Chinese economic growth that initially bewildered the rest of the world prompted this country to expand looking for (1) markets for its products at uniquely competitive prices and with continuously improving quality and (2) sources of inputs to meet the needs of its industry and of food supplies to its people. Reenacting the amazing navigations across the Pacific, Indian and Atlantic Oceans in the 15th century, China today sails across all seas and is building roads and railroads in Africa and, in the near future, will do the same in Latin America, following a strategy that has been called the "new silk road," a metaphorical allusion to the set of interconnected routes in the South of Asia that were traveled for silk trade with Europe in Antiquity and in the Middle Ages. Nowadays, with globalization reaching its peak, the Chinese maritime incursions include the South and North Poles, although not as priorities.

With the article "**The dragon breathes fire on Ice - the Arctic and the Antarctic within China's New Silk Road**", Paulo Duarte aims at "contributing to increase knowledge about the importance of the South and the North Poles in the scenario of the Chinese maritime "silk road". Looking for a rationale behind these Chinese Arctic and Antarctic ventures, he points to the "various logistic and economic ambitions that explain Beijing's interest in these two regions, which have been less studied than other areas where the New Silk Road is more active. By reading an article of such current interest we will further our understanding of the vision of future of a five thousand-year old culture and – we suggest – of

the reasons why in 1980 Brazilian industrial production was larger than the combined production of China, India, South Korea, Thailand and Malaysia and, in 2010 it had gone down to less than 10% of this total.

In each one of the Houses of National Congress there is a Foreign Relations and Defense Committee (CREDEN) conceived to become natural paths for institutional relations between the Executive and the Legislative Powers in dealing with their specific subjects of interest, which are always related to the Armed Forces (FA). Even subjects of apparently exclusive interest to the Itamarati ultimately bear on the FA, once the binomial diplomacy-FA that was consolidated by the first National Defense Policy (1996), only leaves the realm of ideas and materializes, if in the field of the defense of the Country, these two segments of the State are able to strengthen the links of interaction and to maximize the synergic process in peace time.

It was for this reason that the Chamber of Foreign Affairs and National Defense (also named CREDEN) was created also at that time at the Government Council of the Presidency of the Republic to become a forum for the management of the national security problems within the scope of authority of the Executive, and to streamline the relationship with Congress CREDENs .

LT Col. Gustavo Baracho wrote the article "**Neither expertise nor fidelity: the determinants for the selection of parliamentarians to the positions on the Committees of Foreign Relations and National Defense**", a subject of utmost importance to bring into effect the interface between the Executive and Legislative Powers in the field of national defense. Institutions will never jointly achieve optimum performance if the knowledge and the will of the individuals in charge of bringing these relationships to life are not properly aligned to enable a truly productive cooperation focusing on end results - in this specific case - an effective national defense. Hence the importance of the criteria enforced to select the members of Congress that will seat on the CREDENs established at the National Congress. This article will provide significant clarification about how our congressmen think about how to deal with national security problems.

It has been working for more than two hundred years! The modern concept of command with support from joint chiefs of staff appeared simultaneously in the French and the Prussian armies by the end of the 18th century (although the experiences of service of a formal group of joint chiefs of staff dates from the second half of the 17th century). Most certainly, the concept of these efforts towards planning and preparing for operations, the coordination and integration of troops in combat has gradually matured as war acquired added complexity and the battlefields and theaters of operation (TO) become

broader and deeper. In this progression, the importance of the measures of coordination of integrated operations in the TO grew steadily, and the joint chiefs of staff needed further qualification to plan and control what became known as joint and combined operations, which require an optimum level of synergy capable of generating interconnection and interaction.

The TOs are geopolitical units and, as such, they have their own, specific and highly changeable dynamics. The elements they are composed of are thus highly variable and exercise a significant influence on the features of warfare and of the operational strategies. This leads to the permanent need to subject the armed forces of the different nations to periodical changes and, even, to higher or lower levels of transformation, which includes their joint chiefs of staff at all levels.

Chilean Lt. Col. Francisco Javier Arellano is the author of the article "**Role and Operation of the Joint Staff in Chile**", where he presents an overview of how this organization that has adapted to the "characteristics of the battlefield in the 21st century XXI", whose variables he list as "scenario, threat, technological factor, electromagnetic spectrum, cyber space, human dimension, legal framework, international bodies, non-governmental organizations and means of social communication". This list of variables evidences the amount of functional and organizational work the Chilean chiefs of staff carrying out.

The military culture has a very interesting feature, which should be incorporated to the elements of social studies on Armed Forces personnel. Subject to moral principles, our ethical values and tacit codes of behavior are strict and some of them blend into the standards of social behavior of the military and their families. In certain cases this phenomenon is really welcome; generally, the universal concepts of values such as truth, honesty and loyalty are strengthened in the relationships of the families of military personnel and in the education of their children. In other instances, however, the standards and values of our military culture that are perfectly suited to the military life may be exacerbated with negative consequences on the relations with civilian communities. For example, the camaraderie and esprit de corps that are so dear to us may be distorted, becoming intransigence and stereotyping capable of threatening the good neighbor relations that are always desirable. The military bases including their residential compounds (called vilas militares in Portuguese) ultimately become a spillway of influences of military culture values, none the least, because they are generally located close to the barracks.

These comments are related to the excellent article "**Territory Vila Militar do Rio de Janeiro: daily life and history from the point of view of military**

wives" by Werusca Marques Virote de Sousa Pinto and Regina Glória Nunes Andrade. In the two last paragraphs of the section The Vila Militar and its insertion in that specific area of the city of Rio de Janeiro, the authors reveal their full alignment to our way of thinking by saying "The Vila Militar is a space hallmarked by a professional ideology, the military way, which is translated into the values and the culture of these professionals. Inside the residential areas people from different cultures, subject to the same rules of conduct, live side by side. There are regulations, norms, ordinances and bulletins describing the routine to be followed and, that, in some cases, provide information on various subjects of interest to residents. And, closing the section they say, "The social actors who live in this territory share a lifestyle permeated by the military culture and the Brazilian cultural diversity".

When reading the article both the military personnel and their families will find several specific situations of their daily lives and civilians will be able find out a bit more about our specific traits. The authors could

not have been more pertinent and concise: "This group of families share significates, produce social memories and they refer to neighbors as members of a single family. Moreover, this place is a territory for meeting and meeting anew. Officers meet again (...) and families often get together as they find in each other the possibility of belonging to a family: the military family".

Again, we hope you will enjoy the reading.

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