

From the Editor

The Summer issue of *Parameters* opens with an essay by Sir Lawrence Freedman entitled “Beyond Surprise Attack.” Surprise, argues Freedman, can come in any number of forms, and sometimes those that come in the middle or end of a campaign prove the most decisive.

Our first forum, *Reevaluating Diplomatic & Military Power*, offers two articles. The first, “What Are America’s Alliances Good For?” by Hal Brands and Peter Feaver, contends the costs and risks associated with America’s military alliances are frequently overstated, while at the same time the benefits are downplayed. Brands and Feaver, thus, provide a more accurate net assessment of America’s alliances in hopes of better informing current policy debates. In the second article, “Employing Military Force in the 21st Century,” Michael Matheny petitions US policymakers look to past uses of force for ways of employing force while managing the global and national violence threshold.

The second forum, *Innovations in Warfare & Strategy*, contains four articles on new or emerging forms of warfare. David Katz’s “Waging Financial Warfare: Why and How” introduces financial warfare as a valuable and innovative tool for deterring the sponsors of the “little green” and “little blue men” of proxy warfare. Emilio Iasiello’s “Russia’s Improved Information Operations: From Georgia to Crimea” discusses Russia’s enhancements in information warfare since 2008, which he insists put it somewhat ahead of the United States. In “Achieving Organizational Flexibility through Ambidexterity,” Patricia Shields and Donald Travis, introduce the concept of organizational ambidexterity and explain its value to military planning and problem-solving. In the last article, “The Strategic Logic of Sieges in Counterinsurgencies,” Lionel Beehner, Benedetta Berti, and Michael Jackson question the perception that siege warfare is an effective and relatively low-cost form of counterinsurgency. Instead, they see it as ineffective without major outside military support or the willingness to use overwhelming force.

Our final forum, *Army Expansibility*, presents three articles touching on important aspects of the US Army’s ability to expand rapidly. In “Mobilizing for a Major War,” Olen Chad Bridges and Andrée Navarro expose some of the more glaring deficiencies the Army must correct to be prepared for a large-scale mobilization. In “Mobilization: The State of the Field,” Ken Gilliam and Barrett Parker describe research the Army is conducting to improve its ability to execute a large-scale mobilization. Last, Robert Owen’s “US Air Force Airlift and the Army’s Relevance” urges Army leaders to advocate for an expanded air mobility capability. ~AJE

