

# Naval War College Review

---

Volume 74  
Number 1 *Winter 2021*

Article 2

---

2021

## From the Editors

Robert Ayer

Follow this and additional works at: <https://digital-commons.usnwc.edu/nwc-review>

---

### Recommended Citation

Ayer, Robert (2021) "From the Editors," *Naval War College Review*. Vol. 74 : No. 1 , Article 2.  
Available at: <https://digital-commons.usnwc.edu/nwc-review/vol74/iss1/2>

This From the Editor is brought to you for free and open access by the Journals at U.S. Naval War College Digital Commons. It has been accepted for inclusion in Naval War College Review by an authorized editor of U.S. Naval War College Digital Commons. For more information, please contact [repository.inquiries@usnwc.edu](mailto:repository.inquiries@usnwc.edu).

## FROM THE EDITORS

---

This issue begins with a four-essay commemoration of the passing of Colin S. Gray (1943–2020), who has a strong claim to being considered the greatest strategic theorist of his generation. Although an Englishman who was educated at Oxford and concluded his career as director of the Centre for Strategic Studies at the University of Reading, Gray lived and worked for decades in the United States and was a major contributor to the debates on nuclear strategy and arms control that roiled the American security community during the endgame of the Cold War. He was thoroughly at home in this country and extraordinarily well connected in the senior leadership ranks of the American armed forces. Gray's views always were somewhat out of step with the academic and policy establishment of the day, but he was respected and liked universally as a gentleman as well as a scholar.

Gray's many books covered virtually every aspect of military power, but at the core of his thought was the idea of strategy; Clausewitz was his lodestar. He was, as Lawrence Freedman puts it, truly an "evangelist" of strategy, and he returned repeatedly to this subject in a number of his books over the years in an effort to deepen and refine his thoughts and to meditate especially on what he conceived as the (deeply problematic) issue of the relationship between strategic theory and practice. Among navalists, Gray is best known for his *Leverage of Sea Power: The Strategic Advantage of Navies in War* (1992). Geoffrey Till offers a brief appreciation of this work, arguably the best single study of the subject in the twentieth century. Gray's former colleague Keith Payne then reviews Gray's profoundly considered views of nuclear strategy and arms control, and in particular his virtually single-handed effort to make the (moral as well as the military) case for defense against nuclear weapons. Finally, John Klein assesses Gray's contribution to space as an emerging arena of strategic interest. Klein, a former student of Gray's at Reading (as well as a graduate of this College), also testifies to Gray's talents as a teacher and his commitment to the development of strategy as a full-fledged academic discipline. RIP.

The world's oceans always have been places where it is very easy to disappear. The rapid development of remote-sensing technologies in recent years promises to alter this situation fundamentally. In "From Orbit to Ocean: Fixing Southeast Asia's Remote-Sensing Blind Spots," Gregory B. Poling offers a

detailed survey of the array of (primarily space-based) remote-sensing systems currently in existence or under development in the private sector, and argues that the availability as well as the increasing affordability of these systems soon will make it possible for smaller states radically to improve their ability to monitor their own territorial waters and to counter more effectively criminal activities that range from illegal fishing to piracy, human trafficking, and terrorism. Focusing on Thailand, Malaysia, Indonesia, the Philippines, and Vietnam, he argues that these nations to varying degrees are beginning to cope with the gross deficiencies in their current maritime monitoring capabilities, and that the United States has a key role to play in facilitating access to appropriate private-sector resources. Gregory Poling is a senior fellow for Southeast Asia at the Center for Strategic and International Studies.

Naval blockades have been an important if somewhat neglected aspect of maritime warfare since at least the eighteenth century, when advances in ship construction provided the station-keeping features critical for successful blockading operations in the age of sail. Close blockades of French naval bases by the Royal Navy during the Napoleonic Wars represented a major and expensive commitment of Britain's ships of the line. The Union naval blockade of the Confederacy in the American Civil War was a key strategic contributor to the eventual triumph of the North. In "Theories of Naval Blockades and Their Application in the Twenty-First Century," Adam Biggs, Dan Xu, Joshua Roaf, and Tatana Olson revisit the issue of naval blockades today, with special attention to the international legal context of blockading operations and the extent to which recent developments in weaponry and technology have affected the way blockading is or should be conceived and applied. They conclude by focusing briefly on case studies of potential blockades of the Spratly Islands in the South China Sea and of North Korea. The authors are officers on active duty in the United States Navy.

Bureaucratic ossification is a challenge for any large organization but particularly for military organizations, owing to their innately hierarchical command structures. In "Transformational Leadership in the Navy: Cultivating a Learning-Organization Culture," Brenda Oppermann and William Nault provide a case study of the multiyear project of transforming Pearl Harbor Naval Shipyard from a problem-plagued and underperforming organization into a high-performing one, using the "learning organization" model originally developed by Peter Senge. Brenda Oppermann is a professor in the College of Leadership and Ethics at the Naval War College, of which Captain William Nault, USN (Ret.), is the deputy dean.

**STATEMENT OF OWNERSHIP, MANAGEMENT, AND CIRCULATION**

Statement of ownership, management, and circulation (required by 39 USC 3685, PS Form 3526-R, July 2014) of the *Naval War College Review*, Publication Number 401390, published four times a year at 686 Cushing Road, Newport, R.I., 02841-1207. General business offices of the publisher are located at the Naval War College, 686 Cushing Road, Newport, R.I., 02841-1207. Name and address of publisher is President, Naval War College, 686 Cushing Road, Newport, R.I., 02841-1207. Name and address of editor is Dr. Carnes Lord, Code 32, Naval War College, 686 Cushing Road, Newport, R.I., 02841-1207. Name and address of managing editor is Dr. Robert Ayer, Code 32A, Naval War College, 686 Cushing Road, Newport, R.I., 02841-1207. Owner is the Secretary of the Navy, Navy Department, Washington, D.C., 20350-1000. The purpose, function, and nonprofit status of this organization and its exempt status for federal income-tax purposes have not changed during the preceding 12 months. Average number of copies of each issue during the preceding 12 months is: (a) Total number of copies: 8,308; (b)(1) Requested subscriptions (outside Newport County): 6,555; (b)(2) Requested subscriptions (inside Newport County): 408; (b)(3) Requested distribution outside USPS®: 673; (c) Total requested circulation: 7,636; (d)(1) Nonrequested distribution by mail (outside Newport County): 64; (d)(2) Nonrequested distribution by mail (inside Newport County): 4; (d)(3) Nonrequested copies by other classes: 27; (d)(4) Nonrequested distribution outside the mail: 333; (e) Total nonrequested distribution: 428; (f) Total distribution: 8,064; (g) Copies not distributed: 244; (h) Total: 8,308; (i) Percent requested circulation: 95%. Issue date for circulation data: Summer 2020; (a) Total number of copies: 8,276; (b)(1) Requested subscriptions (outside Newport County): 6,521; (b)(2) Requested subscriptions (inside Newport County): 409; (b)(3) Requested distribution outside USPS®: 683; (c) Total requested circulation: 7,613; (d)(1) Nonrequested distribution by mail (outside Newport County): 64; (d)(2) Nonrequested distribution by mail (inside Newport County): 4; (d)(3) Nonrequested copies by other classes: 14; (d)(4) Nonrequested distribution outside the mail: 341; (e) Total nonrequested distribution: 423; (f) Total distribution: 8,036; (g) Copies not distributed: 240; (h) Total: 8,276; (i) Percent requested circulation: 95%. I certify that all information furnished is true and complete.

Robert Ayer, Managing Editor