

In this edition of the USAF Journal of the Americas, we continue with the second article in the series by Mr. Nuño Rodríguez, political scientist and analyst, on “The War for the Public Mind”. In the first article, “Propaganda,” which we published in our previous edition, Rodríguez explained how fake news has been used in international relations through the ages. In this edition, his article “Molding Public Opinion” focuses on the emergence of mass society, which was a turning point in the need to guide the population by new parameters. He continues detailing how the transformation of sparsely populated agrarian societies into concentrated industrial societies meant a change in the nature of human beings and society itself. The need to readjust relations between rulers and governed implied the need for an agreement between both parties. Control could no longer be exercised through coercion; thus the age of control by suggestion was born. The governed had to be convinced to follow the parameters set by the rulers. For this, Rodríguez explains that the media opened a door into the mind of each individual, turning them into a new social entity, the audience. He concludes by stating that the use of propaganda, persuasion and proto psychology, was decisive in converting mass society into manipulable democratic societies that did not jeopardize the power of elites.

In our second article, “Command and Leadership - Its Diseases and Cures,” Col. Richard Reynolds, US Air Force (Ret.), reminds us that when we wear a uniform; we are by definition in a service. To serve means being willing to place service above self and realizing that the greatest pleasure you can derive is to serve: others, mission, country, unit—something more important than self. You have to want to serve the mission, your unit, your people, your duty, to the point where this service is even more important than being recognized for the part you play in it.

The third article, “Security Challenges in Guyana and the Government’s Response,” by R. Evan Ellis, PhD, details how the appropriate United States response to the security challenges of Guyana is complicated by the current political crisis in the nation. Ellis tells us how under David Granger’s government, the nation was making a significant, albeit slow, process to fight corruption and reform its institutions. While the governments that preceded it expressed a relatively competent administration, the accusations of corruption and their level of cooperation with leftist regimes such as Venezuela and the People’s Republic of China were possible areas of concern in Washington. Ellis details how the first strategic imperative for the US with Guyana is to avoid taking a stand in the current political crisis inconsistent with the constitution of Guyana. While the US must embrace and work in good faith with a future government, given concerns regarding corruption in previous administrations, it must do so with open eyes

and hold them accountable with respect to transparency, democracy, commitment to the free market and human rights.

In his article, “Development and Improvement of Management Control in a Military Unit,” Group Commander (AD) Rodrigo Villalobos Chandía, Chilean Air Force, explains how the demands in which military organizations live are related and influenced by the environment (both internal and external) and the variables that compose it. Villalobos describes how internal factors (management, communication and coordination capacity) have a direct relationship with external factors, such as regional economy and the perception of its stakeholders. Villalobos proposes that the way in which commanders manage these relationships will support their ability to face the strengths, weaknesses, opportunities and/or threats of the unit.

Finally, in her article “Origins of the Peruvian Air Force”, journalist Perla Baca writes about the history of this prestigious institution, which was created on January 28, 1919. Congratulations on its centenary!

Congratulations also to the Bolivian Air Force, which celebrated its 96th anniversary on October 12. We will publish an article about its history, written by Major General Wilfredo Viscafé Paredes, Bolivian Air Force, in our first printed edition of 2020.

A handwritten signature in cursive script, reading "Jorge Serafin".

Lieutenant Colonel Jorge Serafin, USAF, Retired
Editor, *USAF Journal of the Americas*