

MILITARY AND STRATEGIC STUDIES

ITSC 201 Winter 2021





LEARNING AND CULTURE

Why do some individuals, organizations, and states adapt better?

Defeat is important

Culture is also key



LEARNING AND CULTURE

Institutional Culture

Often expressed through norms

- ◆ Constitutive Norms
- ◆ Regulative Norms



LEARNING AND CULTURE

The Irish Problem

Some norms regulated externally

Others internally
So why do we care?

ARMORED WARFARE: GERMANY



Culture determines not just how flexible

But on what issues

As the *Reichswehr*
illustrated

Hans von Seeckt and the great opportunity

ARMORED WARFARE: GERMANY



Bundesarchiv, Bild 136-B1296
Foto: Tellgmann, Oscar | 1926

The Gold Standard for
learning

57 Studies, resulting in
*Leadership and Battle with
Combined Arms*

And a new paradigm

ARMORED WARFARE: GERMANY



Maneuver

Offense

Decentralization

Initiative

An organization-wide
approach

ARMORED WARFARE: GERMANY



Training in Secret,
Sometimes Abroad

A Huge Success -
Operationally and
Tactically

But Also Consolidating
Failure

ARMORED WARFARE: GREAT BRITAIN



The Inventor of the Tank

The Worst Handicap

Trauma Learning

ARMORED WARFARE: GREAT BRITAIN



French Lessons

Slow to Study

Contested Lessons

ARMORED WARFARE: GREAT BRITAIN



Only
Semi-professional
A gentleman's career
Character, not intellect

ARMORED WARFARE: GREAT BRITAIN



A disinterest in tactics

A disdain for
technology

AMPHIBIOUS WARFARE: THE JAPANESE



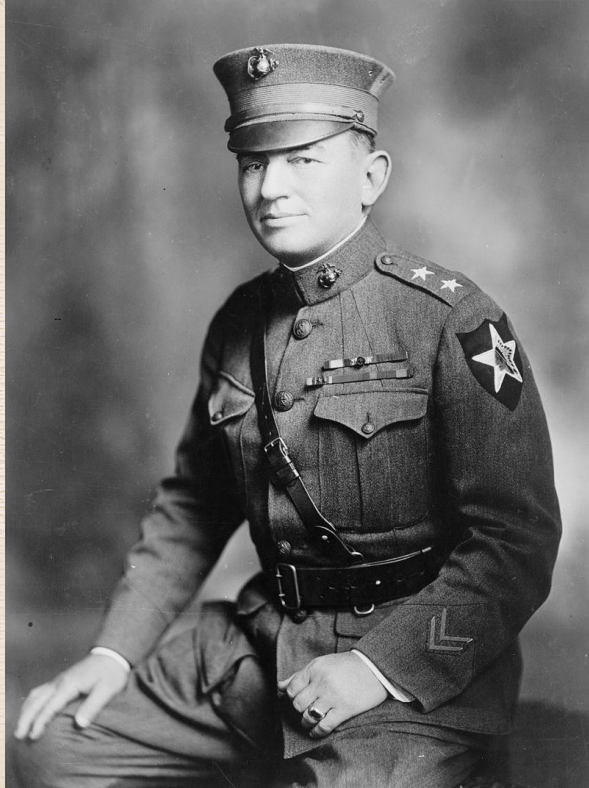
Split responsibility

The Imperial Japanese Army's contribution

A lack of investment

But a useful specialization

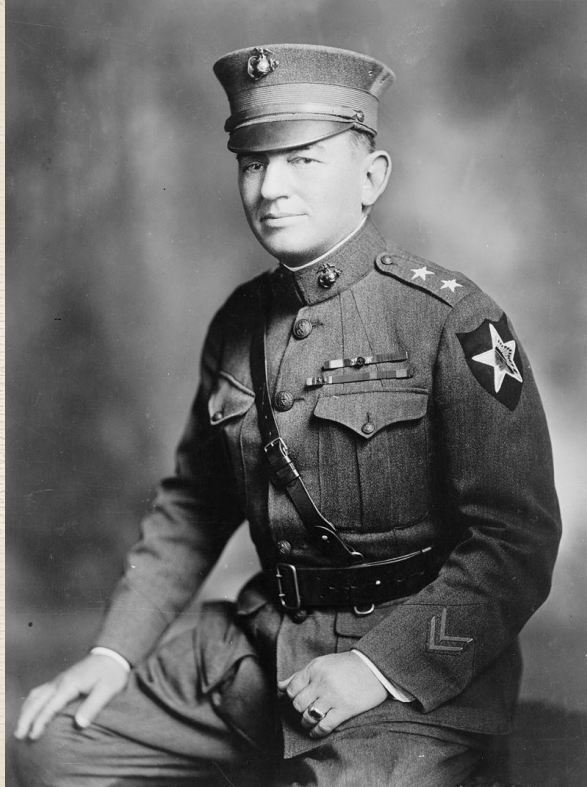
AMPHIBIOUS WARFARE: THE USMC



A Service in search of a
Mission

Saved by Guantanamo
Bay

AMPHIBIOUS WARFARE: THE USMC



Premier
Counterinsurgents

John A. Lejeune's new
focus

AMPHIBIOUS WARFARE: THE USMC



An increasing focus on
Amphibious Warfare

The Dire Results of
1932

The Advent of the
“Fleet Marine Force”

AMPHIBIOUS WARFARE: THE USMC



A Willingness to
Experiment

Bloody, Hard, but
Possible

AMPHIBIOUS WARFARE: THE USMC



Sweating the Details

Creating the Tools to
Support Seaborne
Assault

THE USMC AND LEARNING



Threatened with
Extinction

Confusing the Enemy
to Death

A Huge Success,
Despite Apparent
Conflicts

Why?

THE USMC AND LEARNING



Commandant Alfred M.
Gray

Illustrious Record

Built a Network of
Protegees

New Techniques
Validated in 1991

TECHNOLOGY AND LEARNING

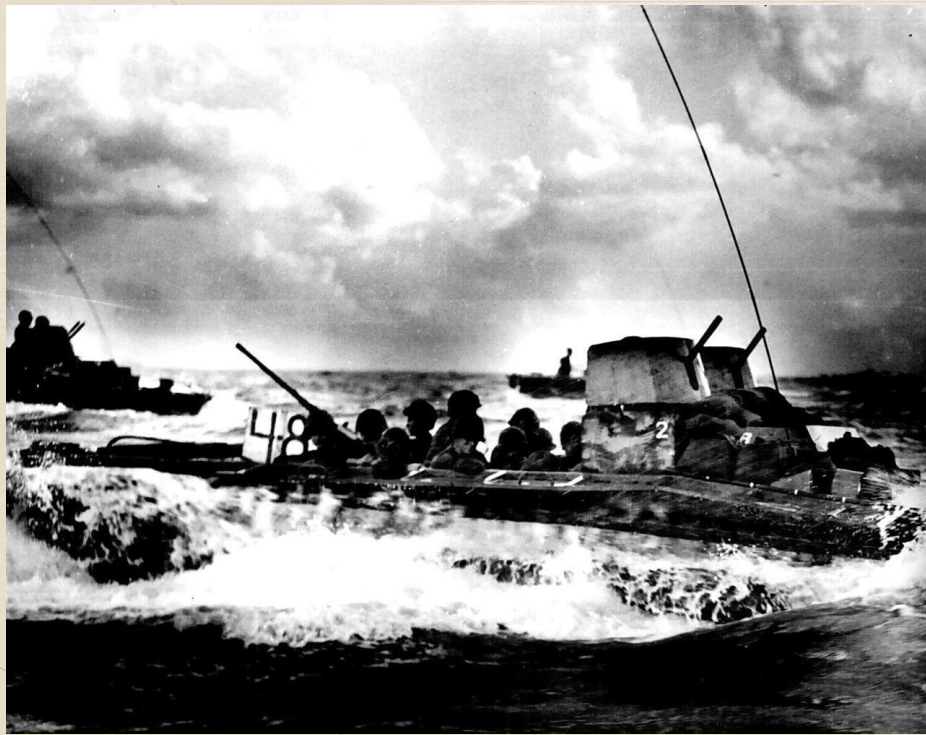


Organizational
Learning is Difficult

Seeckt's Self-Defeating
Reforms

The English Way of
War

TECHNOLOGY AND LEARNING



But Organizational
Learning can be Done

The Marines Offer 2
Examples

Amphibious Assault
Maneuver Warfare

REFERENCES

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