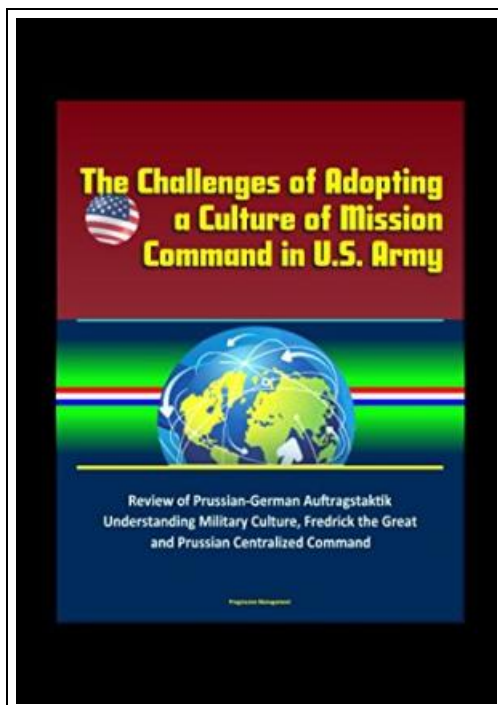


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Independently Published, United States, 2017. Paperback. Condition: New. Language: English. Brand new Book. While the US Army has ostensibly embraced mission command doctrine, it has failed to live up to many of its central tenets. It unevenly practices mission command and has been unable to fully institutionalize its principles. Mission command, like its Prussian-German predecessor Auftragstaktik, is a cultural phenomenon that requires a very specific set of characteristics to function effectively. There are noticeable cultural barriers that are prohibiting the full adoption of mission command in the US Army. A breathless, decade-long pace of operations superimposed with environmental pressures, constrained budgets and resources, dramatic reductions in force structure and personnel, and major social and technological changes are affecting the organizational culture of the US Army. Internal organizational tensions stemming from competing value systems also threaten the institutionalization of a culture of mission command. The decentralized system of organizational control employed in Iraq and Afghanistan is fundamentally at odds with peacetime procedural control that favors more centralized control and less risk. Likewise, the development and implementation of high-end information technology creates a paradox for mission command. Understanding Military Culture * Theory of Organizational Culture * Defining Organizational Culture * Subcultures * Assessing Organizational Culture * Problems with Organizational Culture * The Elements of Military Culture * Assessing Military Culture * Leadership and Organizational Culture * The Evolution of Auftragstaktik * Fredrick the Great and the Prussian Tradition of Centralized Command * The Impact of Napoleonic Warfare * Prussian Military Reform * Helmuth von Moltke and the Institutionalization of Auftragstaktik * Auftragstaktik in Practice: World War I * Auftragstaktik in Practice: World War II * Auftragstaktik: The Basis of a Modern German Command Philosophy * A Cultural Model of Mission Command * Assessing the Culture of Mission Command in the US Army...



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