



TO HELL WITH THE PAPERWORK

Deciphering the Culture
of the Air Commandos



**Carpetbaggers, 1st Air Commando Group
Post World War II through Vietnam
Cochran, John Alison, Heinie Aderholt**

To Hell With The Paperwork Deciphering The Culture Of The Air Commandos

Puja Mehta



To Hell With The Paperwork Deciphering The Culture Of The Air Commandos:

To Hell With The Paperwork U. S. Military, Department of Defense (DoD), U. S. Air Force (USAF), U. S. Government, 2017-05-18 The title of this thesis refers to a quote attributed to General Hap Arnold as he parted ways with the two commanders of a newly created unit that would soon become designated the 1st Air Commando Group Having already coined the force as his air commandos General Arnold's parting words to John Alison and Phil Cochran were To hell with the paperwork go out and fight in Kelly 1996 p 15 Perhaps no statement better captures the essence of what it meant to be an Air Commando This thesis adopts an organizational design framework proposed by Vijay Sathe in order to explore the culture of the historic Air Commandos The organizational culture of the Air Commandos is important because it nurtures the attributes that help define today's Air Force special operations forces Throughout this thesis three overwhelming themes emerge regarding the basic assumptions and beliefs the organizational culture of the Air Commandos Each of the themes provides insight into the internal integration of the Air Commandos and suggests how they negotiated their external environment The shared beliefs and basic assumptions of the Air Commandos include Humans are the most critical resources in an organization innovation improvisation and adaptation are more important than advanced technology successful mission accomplishment is more important than adherence to standard military conventions

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"To Hell with the Paperwork" Justin Hoffman, 2008 The title of this thesis refers to a quote attributed to General Hap Arnold as he parted ways with the two commanders of a newly created unit that would soon become designated the 1st Air Commando Group Having already coined the force as his air commandos General Arnold's parting words to John Alison and Phil Cochran were To hell with the paperwork go out and fight in Kelly 1996 p 15 Perhaps no statement better captures the essence of what it meant to be an Air Commando This thesis adopts an organizational design framework proposed by Vijay Sathe in order to explore the culture of the historic Air Commandos The organizational culture of the Air Commandos is important because it nurtures the attributes that help define today's Air Force special operations forces

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build up of two AFSOC programs The first program the MC 130H evolved during peacetime The second program the U 28 rushed to meet wartime requirements and needs The key to the success of both programs was the emphasis in each placed on the people and tools as opposed to the procedures The thesis then outlines and assesses the most recent AFSOC training initiatives the Air Commando Development Program designed to instill those joining the Command with an Air Commando identity These initiatives emphasize the tools and the people of AFSOC The thesis concludes by providing recommendations how to build a culture for future Air Commandos through people procedures and tools Abstract *Black Hats and White Hats* U. S. Military, Department of Defense (DoD), U. S. Air Force (USAF), U. S. Government, 2018-03-24 On 1 March 1983 the United States Air Force activated the Twenty third Air Force to consolidate the Air Force Special Operations Forces AFSOF and the Air Rescue and Recovery Service ARRS The Twenty third Air Force s stewardship of AFSOF and rescue forces lasted until 1989 when the Military Airlift Command separated the two communities Although brief the Twenty third Air Force s experience provides sufficient data for a thorough analysis of the effect of organizational culture and institutional agendas on the evolution of a nascent organization The basic hypothesis explored in this paper is that organizational culture and institutional agendas significantly affected the rise and fall of the Twenty third Air Force The significance of this research effort is clear considering the 1 October 2003 merger of Combat Search and Rescue CSAR and AFSOF under the aegis of the Air Force Special Operations Command AFSOC In light of recent events this study s ultimate goal is to provide a preview of how culture may affect AFSOC s endeavors to strengthen CSAR capabilities By studying the past this paper looks for glimpses into the future CHAPTER 1 INTRODUCTION CHAPTER 2 UNDERSTANDING ORGANIZATIONAL CULTURE CHAPTER 3 HERITAGE AND CULTURE OF AIR FORCE SPECIAL OPERATIONS FORCES CHAPTER 4 HERITAGE AND CULTURE OF AIR RESCUE CHAPTER 5 ORGANIZATIONAL CHANGE THE RISE OF THE TWENTY THIRD AIR FORCE CHAPTER 6 ORGANIZATIONAL CHANGE THE FALL OF THE TWENTY THIRD AIR FORCE CHAPTER 7 FROM THE PAST THE FUTURE APPENDIX DESERT ONE ANALYSIS **Operation THURSDAY** Herbert A. Mason, Randy G. Bergeron, James A. Renfrow, Air Force History and Museums Program (U.S.), 2007 *Black Hats and White Hats: the Effect of Organizational Culture and Institutional Identity on the Twenty-Third Air Force* Air University Air University Press, Ioannis Koskinas, 2019-07-28 This paper provides a unique parallel review of the histories of Air Force special operations and combat search and rescue forces With a thorough understanding of their organizational culture and history the author examines the 1983 89 merger of these two communities under the banner of the Twenty third Air Force The paper demonstrates how ingrained culture and hidden agendas may have ultimately affected the dissolution of the merger In light of the 2003 merger of combat search and rescue and special operations under the Air Force Special Operations Command the author offers lessons learned from the Twenty third Air Force merger and suggests that could help commanders avoid hazards that could undermine organizational success

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