

The Spit-Shine Syndrome

ORGANIZATIONAL
IRRATIONALITY
IN THE
AMERICAN
FIELD ARMY

Christopher Bassford

Foreword by Robert M. Elton

The Spit Shine Syndrome Organizational Irrationality In The American Field Army

Roman Wölfel



The Spit Shine Syndrome Organizational Irrationality In The American Field Army:

The Spit-Shine Syndrome Chris Bassford, 1988-07-07 Those interested in reforming the Army's personnel and evaluation systems will find The Spit Shine Syndrome's fairly detailed proposals both interesting and thought provoking. Armed Forces Journal. Bassford's comprehensive proposals put him in an altogether different category from other self-proclaimed defense reformers. Bassford criticizes but he also offers a package of solutions. His frustrations seem to be shared by at least some of the Army's leadership. Gen John Galvin, our top commander in NATO, has lamented the grindstone of bureaucratic business that undermines combat readiness. In his approving foreword to Bassford's writing, retired Lt Gen Robert Elton declared: "The potential is there to mold a truly great Army. This book screams for someone to listen. And perhaps more important, to act." Chicago Tribune. The problem of adjusting American military organization to new social, political, and strategic realities has perplexed military thinkers since the closing days of World War II. Proposals for reform have proliferated since the end of the Vietnam War. Practical solutions, however, have proven elusive. In this volume, the author examines the various existing approaches to reform and concludes that most are either unworkable or irrelevant, if not actually counterproductive to improving the effectiveness of American combat forces. The author rejects suggestions that perennial American military failure can be traced to the inadequacies of military personnel or of American society in general. He argues that neither a return to the draft, imposition of an ethical code for military leaders, nor creation of a General Staff will address fundamental issues. Likewise, he argues that structural reform, while needed, can only strike at symptoms, not causes. It is the author's view that the roots of American military ineptitude lie in the military services' organizational methods, not their organizational structure. These methods are the natural product of the unique evolution of American military institutions. They are incompatible with the structure, role, and doctrine of the armed forces as they exist today.

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improving the effectiveness of American combat forces The author rejects suggestions that perennial American military failure can be traced to the inadequacies of military personnel or of American society in general he argues that neither a return to the draft imposition of an ethical code for military leaders nor creation of a General Staff will address fundamental issues Likewise he argues that structural reform while needed can only strike at symptoms not causes It is the author's view that the roots of American military ineptitude lie in the military services organizational methods not their organizational structure These methods are the natural product of the unique evolution of American military institutions They are incompatible with the structure role and doctrine of the armed forces as they exist today Uncertain Warriors David Fitzgerald, 2023-11-09 Explores the identity crisis of the post Cold War US Army and their struggles to adapt to profound geopolitical and cultural changes Professional Journal of the United States Army ,1990 **Military Medical Ethics, Volume 1** , **Parameters** ,2001 **Military Review** ,1990-07 *Review of Current Military Literature* ,1990

Military Medical Ethics Anthony E. Hartle, Edmund D. Pellegrino, 2003 2 volumes sold as a set Textbooks of Military Medicine Section editors Edmund D Pellegrino Anthony E Hartle and Edmund G Howe et al Addresses medical ethics within a military context **The History of Officer Social Origins, Selection, Education and Training Since the Eighteenth Century** Elliott Vanveltner Converse, 1996 *Air University Library Index to Military Periodicals* ,1990 Real Soldiering Brian McAllister Linn, 2023-06-23 What happens to the US Army after the battles are over the citizen soldiers depart and all that remains is the Regular Army In this pathbreaking work Brian Linn argues that in each decade following every major conflict since the War of 1812 the postwar army has undergone a long painful and remarkably consistent recovery process as it struggled to build a new model force to replace the Old Army that entered the conflict Departing from the Washington centric institutional histories of the past Linn sets his focus on soldiering in the field distilling the lived experiences of officers and troopers who were responsible for cleaning up the messes left in the wake of war Real Soldiering provides the first comprehensive study of the US Army's transition from war to peace It is both a wide ranging history of the army's postwar experience and a work detailing the commonalities of American soldiering over almost two centuries Linn challenges three common historical interpretations confusing Washington policy with implementation in the field conflating postwar armies with prewar armies and describing certain postwar eras as distinct and transformational Rather Linn examines the postwar force as a distinct entity worthy of study as a unique and important part of US Army history He identifies the common dilemmas faced by the service in the aftermath of every war These problems included such military priorities as defense legislation preparing for the next war and adapting to new missions But they also incorporated often overlooked but for those who lived through them more important consistencies such as officer acquisition and career management personnel turbulence insufficient personnel and equipment and many others Real Soldiering represents over four decades of research into the US Army and is deeply informed by Linn's experiences teaching and working with soldiers It breaks new ground in

lifting out the similarities of each postwar army while still appreciating their individual complexities It identifies the leaders and the methods the service employed to escape the inevitable postwar drawdowns Insightful and entertaining provocative and empathetic and a work of history with immediate relevance Real Soldiering will resonate with military historians defense analysts and those who have proudly worn the US Army uniform **Choice**, 1988

The Campaign to Impeach Justice William O. Douglas Joshua E. Kastenberg, 2019-10-21 The politics of division and distraction conservatives claims of liberalism s dangers the wisdom of amoral foreign policy a partisan challenge to a Supreme Court justice and threats to the constitutionally mandated balance between the three branches of government however of the moment these matters might seem they are clearly presaged in events chronicled by Joshua E Kastenberg in this book the first in depth account of a campaign to impeach Supreme Court justice William O Douglas nearly fifty years ago On April 15 1970 at President Richard Nixon s behest Republican House Minority Leader Gerald Ford brazenly called for the impeachment of Douglas the nation s leading liberal judge and the House Judiciary Committee responded with a six month investigation while the Senate awaited a potential trial that never occurred Ford s actions against Douglas mirrored the anger that millions of Americans then as now harbored toward changing social economic and moral norms and a federal government seemingly unconcerned with the lives of everyday working white Americans Those actions also reflected as this book reveals what came to be known as the Republicans southern strategy a cynical attempt to exploit the hostility of white southern voters toward the civil rights movement Kastenberg describes the political actors ambitions alliances and maneuvers behind the move to impeach Douglas including the Nixon administration s vain hope of deflecting attention from a surprisingly unpopular invasion of Cambodia and follows the ill advised effort to its ignominious conclusion with consequences that resonate to this day Marking a turning point in American politics The Campaign to Impeach Justice William O Douglas is a sobering cautionary tale a critical chapter in the history of constitutional malfeasance and a reminder of the importance of judicial independence in a politically polarized age

U.S. Unilateral Arms Control Initiatives William Rose, 1988-12-05 As a former negotiator I wish I had had the benefit of Professor Rose s insights and I am confident that future U S negotiators will profit from them Paul C Warnke Former Director U S Arms Control and Disarmament Agency The first systematic appraisal of the utility of unilateral initiatives in arms control this study combines theory and case studies to provide important insights and implications for U S policy Graham H Stuart Professor of International Relations Stanford University I consider Dr Rose s book to be a very significant contribution to the field The topic unilateral arms control initiatives is one that has drawn sporadic attention in the past but I know of no better analysis of this important topic than Dr Rose s Dan Caldwell Pepperdine University The question has been continuously debated since the 1950s Should unilateral arms control initiatives be treated as essential steps toward world peace or as the product of wishful thinking that is in fact dangerous to our national security Rose explores the problem through an analysis of Soviet responses to past American initiatives where the U S exercised restraint

in weapons testing production or deployment in attempts to obtain reciprocal Soviet restraint In comparative case studies of six U S arms initiatives some of which succeeded and some of which failed he tests and evaluates a series of hypotheses about the conditions that may favor the success of such initiatives After outlining the major features of the arms control controversy Rose surveys the theoretical literature to identify factors that may favor successful initiatives These include aspects of the bargaining process cost benefit calculations about the military political and economic consequences of reciprocating an initiative and other elements in the domestic and international environment that may effect the outcome of bargaining The factors that are influenced by the domestic nature or international situation of the Soviet Union are examined in detail Special Bibliography Series ,1957

A Guide to the Sources of United States Military History Robin Higham,Donald J. Mrozek,1993 A reference book covering from Colonial Forces 1607 1773 up to the time of the recent Persian Gulf War The book links military history with developments in technology and science and in 20th century military and naval medicine First it gives unique coverage of the European background of American military affairs and then proceeds concentrating first on eras then on branches of the service in war and in peace

The U.S. War Crimes Trial Program in Germany, 1946-1955 Frank M. Buscher,1989-03-27 Although more than 40 years have passed since the end of World War II the subject of Nazi war criminals remains a timely and emotionally charged topic of interest to scholars as well as the general public Administered jointly by the four major Allies the Nuremberg trial of Hermann Goering and Joachim von Ribbentrop among other Nazi leaders has drawn much attention over the years It was the U S Army however which was most active in bringing Nazi war criminals to justice and between 1944 and 1947 the army prosecuted 1 672 individuals for violations of the laws of war Most of the army s trials remained obscure and little noticed even though they dealt with almost 90 percent of all defendants in the American zone This study examines the treatment of prominent and lesser known war criminals in the U S Zone of Occupation covering both the trial and clemency aspects of the American war crimes program In addition it also explores the relationship between the war criminals issue and U S efforts to democratize the Germans German nationalism U S constitutional issues the cold war and German rearmament in the 1950s Finally the study analyzes the extent to which the U S Army war crimes program achieved its stated goals Based on unpublished sources from both the United States and West Germany many of which have only recently been declassified this book provides fresh insight on Nazi war criminals and their treatment as well as important issues relating to post war Germany This book will be of special interest to scholars and historians specializing in European and modern history post war Germany U S foreign relations since World War II the Holocaust and U S military justice and war criminals

The World Turned Upside Down John Ferling,1988-10-24 Each essay in the book seeks to answer the question Why did America win the revolutionary war

Behind a Curtain of Silence William Nimmo,1988-08-03 Most Americans are unaware that Soviet forces detained and imprisoned Japanese soldiers and civilians on a massive scale following World War II In addition to interning large numbers

of Japanese nationals in Soviet occupied territories the Red Army deported more than half a million Japanese to labor camps in Siberia and other parts of the USSR Despite efforts to gain their release repatriation was not complete until 1956 William Nimmo's book is the first work in English to provide a detailed account of this little known aspect of the war's aftermath

Reviewing **The Spit Shine Syndrome Organizational Irrationality In The American Field Army**: Unlocking the Spellbinding Force of Linguistics

In a fast-paced world fueled by information and interconnectivity, the spellbinding force of linguistics has acquired newfound prominence. Its capacity to evoke emotions, stimulate contemplation, and stimulate metamorphosis is actually astonishing. Within the pages of "**The Spit Shine Syndrome Organizational Irrationality In The American Field Army**," an enthralling opus penned by a highly acclaimed wordsmith, readers embark on an immersive expedition to unravel the intricate significance of language and its indelible imprint on our lives. Throughout this assessment, we shall delve into the book's central motifs, appraise its distinctive narrative style, and gauge its overarching influence on the minds of its readers.

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Table of Contents The Spit Shine Syndrome Organizational Irrationality In The American Field Army

1. Understanding the eBook The Spit Shine Syndrome Organizational Irrationality In The American Field Army
 - The Rise of Digital Reading The Spit Shine Syndrome Organizational Irrationality In The American Field Army
 - Advantages of eBooks Over Traditional Books
2. Identifying The Spit Shine Syndrome Organizational Irrationality In The American Field Army
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an The Spit Shine Syndrome Organizational Irrationality In The American Field Army
 - User-Friendly Interface
4. Exploring eBook Recommendations from The Spit Shine Syndrome Organizational Irrationality In The American Field Army

- Personalized Recommendations
- The Spit Shine Syndrome Organizational Irrationality In The American Field Army User Reviews and Ratings
- The Spit Shine Syndrome Organizational Irrationality In The American Field Army and Bestseller Lists
- 5. Accessing The Spit Shine Syndrome Organizational Irrationality In The American Field Army Free and Paid eBooks
 - The Spit Shine Syndrome Organizational Irrationality In The American Field Army Public Domain eBooks
 - The Spit Shine Syndrome Organizational Irrationality In The American Field Army eBook Subscription Services
 - The Spit Shine Syndrome Organizational Irrationality In The American Field Army Budget-Friendly Options
- 6. Navigating The Spit Shine Syndrome Organizational Irrationality In The American Field Army eBook Formats
 - ePub, PDF, MOBI, and More
 - The Spit Shine Syndrome Organizational Irrationality In The American Field Army Compatibility with Devices
 - The Spit Shine Syndrome Organizational Irrationality In The American Field Army Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of The Spit Shine Syndrome Organizational Irrationality In The American Field Army
 - Highlighting and Note-Taking The Spit Shine Syndrome Organizational Irrationality In The American Field Army
 - Interactive Elements The Spit Shine Syndrome Organizational Irrationality In The American Field Army
- 8. Staying Engaged with The Spit Shine Syndrome Organizational Irrationality In The American Field Army
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers The Spit Shine Syndrome Organizational Irrationality In The American Field Army
- 9. Balancing eBooks and Physical Books The Spit Shine Syndrome Organizational Irrationality In The American Field Army
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection The Spit Shine Syndrome Organizational Irrationality In The American Field Army
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time

11. Cultivating a Reading Routine The Spit Shine Syndrome Organizational Irrationality In The American Field Army
 - Setting Reading Goals The Spit Shine Syndrome Organizational Irrationality In The American Field Army
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of The Spit Shine Syndrome Organizational Irrationality In The American Field Army
 - Fact-Checking eBook Content of The Spit Shine Syndrome Organizational Irrationality In The American Field Army
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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