



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

A Loxley



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

CHAPTER I INTRODUCTION A A DARK NIGHT IN ALBANIA B AFSOC'S MISSION REVIEW C THE IMPORTANCE OF CULTURE IN AFSOC D ABOUT THIS STUDY

CHAPTER II ORGANIZATIONAL CULTURE A CONCEPTUAL UNDERSTANDING 1 Definition 2 Importance and Function 3 Impact of Leaders B DECIPHERING ORGANIZATIONAL CULTURE C FRAMEWORK OF ANALYSIS

CHAPTER III DECIPHERING THE CULTURE OF THE AIR COMMANDOS A THE LEGACY OF THE AIR COMMANDOS 1 The Special Flight Section 2 The Carpetbaggers 3 The 1st Air Commando Group 4 Post WWII through Vietnam B APPLICATION OF THE CULTURAL FRAMEWORK 1 What is the Background of the Leaders a Phil Cochran and John Alison b Heinie Aderholt c The Followers 2 How Did the Organization Respond to Crises 3 Who are Considered Deviant in the Culture

CHAPTER IV CONCLUSION A THE ESSENCE OF THE AIR COMMANDOS 1 Humans are Most Critical 2 Innovation is Paramount 3 Mission Success Trumps Military Convention B THE FUTURE OF THE AIR COMMANDO CULTURE

APPENDIX LIST OF REFERENCES

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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 Infantry ,1997 New York Magazine ,1983-09-12 New York magazine was born in 1968 after a run as an insert of the New York Herald Tribune and quickly made a place for itself as the trusted resource for readers across the country With award winning writing and photography covering everything from politics and food to theater and fashion the magazine s consistent mission has been to reflect back to its audience the energy and excitement of the city itself while celebrating New York as both a place and an idea *The Spectator* ,1929 **New Statesman Society** ,1989 **The Cumulative Book Index** ,1994 A world list of books in the English language **Congressional Record** United States. Congress,1993 America, History and Life ,2002 Article abstracts and citations of reviews and dissertations covering the United States and Canada The British National Bibliography Arthur James Wells,2003

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Table of Contents To Hell With The Paperwork Deciphering The Culture Of The Air Commandos

1. Understanding the eBook To Hell With The Paperwork Deciphering The Culture Of The Air Commandos
 - The Rise of Digital Reading To Hell With The Paperwork Deciphering The Culture Of The Air Commandos
 - Advantages of eBooks Over Traditional Books
2. Identifying To Hell With The Paperwork Deciphering The Culture Of The Air Commandos
 - 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 To Hell With The Paperwork Deciphering The Culture Of The Air Commandos
 - User-Friendly Interface
4. Exploring eBook Recommendations from To Hell With The Paperwork Deciphering The Culture Of The Air Commandos

- Personalized Recommendations
 - To Hell With The Paperwork Deciphering The Culture Of The Air Commandos User Reviews and Ratings
 - To Hell With The Paperwork Deciphering The Culture Of The Air Commandos and Bestseller Lists
5. Accessing To Hell With The Paperwork Deciphering The Culture Of The Air Commandos Free and Paid eBooks
 - To Hell With The Paperwork Deciphering The Culture Of The Air Commandos Public Domain eBooks
 - To Hell With The Paperwork Deciphering The Culture Of The Air Commandos eBook Subscription Services
 - To Hell With The Paperwork Deciphering The Culture Of The Air Commandos Budget-Friendly Options
 6. Navigating To Hell With The Paperwork Deciphering The Culture Of The Air Commandos eBook Formats
 - ePub, PDF, MOBI, and More
 - To Hell With The Paperwork Deciphering The Culture Of The Air Commandos Compatibility with Devices
 - To Hell With The Paperwork Deciphering The Culture Of The Air Commandos Enhanced eBook Features
 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of To Hell With The Paperwork Deciphering The Culture Of The Air Commandos
 - Highlighting and Note-Taking To Hell With The Paperwork Deciphering The Culture Of The Air Commandos
 - Interactive Elements To Hell With The Paperwork Deciphering The Culture Of The Air Commandos
 8. Staying Engaged with To Hell With The Paperwork Deciphering The Culture Of The Air Commandos
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers To Hell With The Paperwork Deciphering The Culture Of The Air Commandos
 9. Balancing eBooks and Physical Books To Hell With The Paperwork Deciphering The Culture Of The Air Commandos
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection To Hell With The Paperwork Deciphering The Culture Of The Air Commandos
 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
 11. Cultivating a Reading Routine To Hell With The Paperwork Deciphering The Culture Of The Air Commandos
 - Setting Reading Goals To Hell With The Paperwork Deciphering The Culture Of The Air Commandos
 - Carving Out Dedicated Reading Time

12. Sourcing Reliable Information of To Hell With The Paperwork Deciphering The Culture Of The Air Commandos
 - Fact-Checking eBook Content of To Hell With The Paperwork Deciphering The Culture Of The Air Commandos
 - 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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