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# The Culture Of Military Organizations

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Adaptation under Fire  
The Noncommissioned Officer and Petty Officer  
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Courage to Execute  
Military Adaptation in War  
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Anthropology and Global Counterinsurgency  
The Culture Code  
The Rise and Decline of U.S. Military Culture Programs, 2004-20

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### **The Armed Forces Officer** Springer

ADP 6-22 describes enduring concepts of leadership through the core competencies and attributes required of leaders of all cohorts and all organizations, regardless of mission or setting. These principles reflect decades of experience and validated scientific knowledge. An ideal Army leader serves as a role model through strong intellect, physical presence, professional competence, and moral character. An Army leader is able and willing to act decisively, within superior leaders' intent and purpose, and in the organization's best interests. Army leaders recognize that organizations, built on mutual trust and confidence, accomplish missions. Every member of the Army, military or civilian, is part of a team and functions in the role of leader and subordinate. Being a good subordinate is part of being an effective leader. Leaders do not just lead subordinates--they also lead other leaders. Leaders are not limited to just those designated by position, rank, or authority.

### *Adaptation under Fire* John Wiley & Sons

This book examines change processes and the challenge of ambidexterity in military organizations. It discusses how military organizations can better adapt to the complex, and at times chaotic, environments they operate in by developing organizational ambidexterity. The authors identify various multiple tasks and functions of military organizations that require multi-dimensional and often contradictory operational, technological, cultural, and social skills. In analogy to the often-opposed functions performed by the right and left hand of the body, modern military organizations are no longer one-dimensional fighting machines, but characterized by a duality of tasks, such as fighting and peacekeeping which often make part and parcel of one and the same mission. The military is both a "hot" and a "cold" organization (a crisis management organization and a bureaucracy). As such, the book argues that these dualities are not necessarily opposed but can serve as complementary forces, like the yin and yang, to better the overall performance of these organizations. As a consequence,

ambidextrous organizations excel at complex tasking and are adaptable to new challenges. Divided into four parts: 1) structures and networks; 2) cultural issues; 3) tasks and roles; 4) nations and allies, it appeals to scholars of military studies and organization studies as well as professionals working for governmental or military organizations.

### The Noncommissioned Officer and Petty Officer Stanford University Press

Total quality management (TQM), reengineering, the workplace of the twenty-first century--the 1990s have brought a sense of urgency to organizations to change or face stagnation and decline, according to *Enhancing Organizational Performance*. Organizations are adopting popular management techniques, some scientific, some faddish, often without introducing them properly or adequately measuring the outcome. *Enhancing Organizational Performance* reviews the most popular current approaches to organizational change--total quality management, reengineering, and downsizing--in terms of how they affect organizations and people, how performance improvements can be measured, and what questions remain to be answered by researchers. The committee explores how theory, doctrine, accepted wisdom, and personal experience have all served as sources for organization design. Alternative organization structures such as teams, specialist networks, associations, and virtual organizations are examined. *Enhancing Organizational Performance* looks at the influence of the organization's norms, values, and beliefs--its culture--on people and their performance, identifying cultural "levers" available to organization leaders. And what is leadership? The committee sorts through a wealth of research to identify behaviors and skills related to leadership effectiveness. The volume examines techniques for developing these skills and suggests new competencies that will become required with globalization and other trends. Mergers, networks, alliances, coalitions--organizations are increasingly turning to new intra- and inter-organizational structures. *Enhancing Organizational Performance* discusses how organizations cooperate to maximize outcomes. The committee explores the changing missions of the U.S. Army as a case study that has relevance to any organization.

Noting that a musical greeting card contains more computing power than existed in the entire world before 1950, the committee addresses the impact of new technologies on performance. With examples, insights, and practical criteria, *Enhancing Organizational Performance* clarifies the nature of organizations and the prospects for performance improvement. This book will be important to corporate leaders, executives, and managers; faculty and students in organizational performance and the social sciences; business journalists; researchers; and interested individuals.

### **Mein Kampf** Cambridge University Press

Human behavior forms the nucleus of military effectiveness. Humans operating in the complex military system must possess the knowledge, skills, abilities, aptitudes, and temperament to perform their roles effectively in a reliable and predictable manner, and effective military management requires understanding of how these qualities can be best provided and assessed. Scientific research in this area is critical to understanding leadership, training and other personnel issues, social interactions and organizational structures within the military. The U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) asked the National Research Council to provide an agenda for basic behavioral and social research focused on applications in both the short and long-term. The committee responded by recommending six areas of research on the basis of their relevance, potential impact, and timeliness for military needs: intercultural competence; teams in complex environments; technology-based training; nonverbal behavior; emotion; and behavioral neurophysiology. The committee suggests doubling the current budget for basic research for the behavioral and social sciences across U.S. military research agencies. The additional funds can support approximately 40 new projects per year across the committee's recommended research areas. *Human Behavior in Military Contexts* includes committee reports and papers that demonstrate areas of stimulating, ongoing research in the behavioral and social sciences that can enrich the military's ability to recruit, train, and enhance the performance of its personnel, both organizationally and in its many roles in other cultures.

**How to Think Like an Officer** Cornell University Press

This three-volume study examines the questions raised by the performance of the military institutions of France, Germany, Russia, the United States, Great Britain, Japan, and Italy in the period from 1914 to 1945. Leading military historians deal with the different national approaches to war and military power at the tactical, operational, strategic, and political levels. They form the basis for a fundamental re-examination of how military organizations have performed in the first half of the twentieth century. Volume 3 covers World War II. Volumes 1 and 2 address World War I and the interwar period, respectively. Now in a new edition, with a new introduction by the editors, these classic volumes will remain invaluable for military historians and social scientists in their examination of national security and military issues. They will also be essential reading for future military leaders at Staff and War Colleges.

*The United States Air Force and the Culture of Innovation, 1945-1965* UBC Press

This manual, TRADOC Pamphlet TP 600-4 The Soldier's Blue Book: The Guide for Initial Entry Soldiers August 2019, is the guide for all Initial Entry Training (IET) Soldiers who join our Army Profession. It provides an introduction to being a Soldier and Trusted Army Professional, certified in character, competence, and commitment to the Army. The pamphlet introduces Soldiers to the Army Ethic, Values, Culture of Trust, History, Organizations, and Training. It provides information on pay, leave, Thrift Saving Plans (TSPs), and organizations that will be available to assist you and your Families. The Soldier's Blue Book is mandated reading and will be maintained and available during BCT/OSUT and AIT. This pamphlet applies to all active Army, U.S. Army Reserve, and the Army National Guard enlisted IET conducted at service schools, Army Training Centers, and other training activities under the control of Headquarters, TRADOC.

**The Soul of Armies** The Culture of Military Organizations

The Oxford Handbook of Military Psychology describes the critical link between psychology and military activity. The extensive coverage includes topics in of clinical, industrial/organizational, experimental, engineering, and social psychology. The contributors are leading international experts in military psychology.

**Enhancing Organizational Performance** Government Printing

## Office

In 1950, when he commissioned the first edition of *The Armed Forces Officer*, Secretary of Defense George C. Marshall told its author, S.L.A. Marshall, that "American military officers, of whatever service, should share common ground ethically and morally." In this new edition, the authors methodically explore that common ground, reflecting on the basics of the Profession of Arms, and the officer's special place and distinctive obligations within that profession and especially to the Constitution.

*The Sources of Military Change* Springer Nature

Shaping the debate on how to save the military from itself. The first part recognizes what the military has done well in attracting and developing leadership talent. The book then examines the causes and consequences of the modern military's stifling personnel system and offers solutions for attracting and retaining top talent.

*The Organizational Culture of the U. S. Army* U of Nebraska Press

The Noncommissioned Officer and Petty Officer BACKBONE of the Armed Forces. Introduction The Backbone of the Armed Forces To be a member of the United States Armed Forces--to wear the uniform of the Nation and the stripes, chevrons, or anchors of the military Services--is to continue a legacy of service, honor, and patriotism that transcends generations. Answering the call to serve is to join the long line of selfless patriots who make up the Profession of Arms. This profession does not belong solely to the United States. It stretches across borders and time to encompass a culture of service, expertise, and, in most cases, patriotism. Today, the Nation's young men and women voluntarily take an oath to support and defend the Constitution of the United States and fall into formation with other proud and determined individuals who have answered the call to defend freedom. This splendid legacy, forged in crisis and enriched during times of peace, is deeply rooted in a time-tested warrior ethos. It is inspired by the notion of contributing to something larger, deeper, and more profound than one's own self. Notice: This is a printed Paperback version of the "The Noncommissioned Officer and Petty Officer BACKBONE of the Armed Forces". Full version, All Chapters included. This publication is available (Electronic version) in the official website of the National Defense University (NDU). This document is properly formatted and printed as a perfect sized copy 6x9".

**Army Leadership and the Profession (ADP 6-22)** Princeton Studies in Internati

Addresses how military organizations confront the problem of adapting under the trying, terrifying conditions of war.

*Flat Army* National Academies Press

Senior leaders are told in doctrine that they must lead and manage change. But apart from some popular models for the process of change, there are few how-to guides for leading change in the unique context of military organizations. Moreover, popular change management texts focus on initiating change, and less about inheriting and sustaining change efforts already happening in the unit. This how-to guide draws from a wide range of organizational literature to provide a comprehensive set of questions and guidelines that senior leaders should answer as they navigate change efforts and work to improve their organizations.

*Imagining War* Cornell University Press

Global events of the early twenty-first century have placed new stress on the relationship among anthropology, governance, and war. Facing prolonged insurgency, segments of the U.S. military have taken a new interest in anthropology, prompting intense ethical and scholarly debate. Inspired by these issues, the essays in *Anthropology and Global Counterinsurgency* consider how anthropologists can, should, and do respond to military overtures, and they articulate anthropological perspectives on global war and power relations. This book investigates the shifting boundaries between military and civil state violence; perceptions and effects of American power around the globe; the history of counterinsurgency doctrine and practice; and debate over culture, knowledge, and conscience in counterinsurgency. These wide-ranging essays shed new light on the fraught world of Pax Americana and on the ethical and political dilemmas faced by anthropologists and military personnel alike when attempting to understand and intervene in our world.

**The Culture Cycle** Createspace Independent Publishing Platform  
Always at War is the story of Strategic Air Command (SAC) during the early decades of the Cold War. More than a simple history, it describes how an organization dominated by experienced World War II airmen developed a unique culture that thrives to this day. Strategic Air Command was created because of the Air Force's internal beliefs, but the organization evolved as it responded to

the external environment created by the Cold War. In the aftermath of World War II and the creation of an independent air service, the Air Force formed SAC because of a belief in the military potential of strategic bombing centralized under one commander. As the Cold War intensified, so did SAC's mission. In order to prepare SAC's "warriors" to daily fight an enemy they did not see, as well as to handle the world's most dangerous arsenal, the command, led by General Curtis LeMay, emphasized security, personal responsibility, and competition among the command. Its resources, political influence, and manning grew as did its "culture" until reaching its peak during the Cuban Missile Crisis. SAC became synonymous with the Cold War and its culture forever changed the Air Force as well as those who served.

*Culture and the Soldier* Academic Press

The contribution of culture to organizational performance is substantial and quantifiable. In *The Culture Cycle*, renowned thought leader James Heskett demonstrates how an effective culture can account for 20-30% of the differential in performance compared with "culturally unremarkable" competitors. Drawing on decades of field research and dozens of case studies, Heskett introduces a powerful conceptual framework for managing culture, and shows it at work in a real-world setting. Heskett's "culture cycle" identifies cause-and-effect relationships that are crucial to shaping effective cultures, and demonstrates how to calculate culture's economic value through "Four Rs": referrals, retention, returns to labor, and relationships. This book: Explains how culture evolves, can be shaped and sustained, and serve as the organization's "internal brand." Shows how culture can promote innovation and survival in tough times. Guides leaders in linking culture to strategy and managing forces that challenge it. Shows how to credibly quantify culture's impact on performance, productivity, and profits. Clarifies culture's unique role in mission-driven organizations. A follow-up to the classic *Corporate Culture and Performance* (authored by Heskett and John Kotter), this is the next indispensable book on organizational culture. "Heskett (emer., Harvard Business School) provides an exhaustive examination of corporate policies, practices, and behaviors in organizations." Summing Up: Recommended. Reprinted with permission from CHOICE, copyright by the American Library Association.

*The Oxford Handbook of Military Psychology* Cambridge University

Press

In a book that is at once a major contribution to modern European history and a cautionary tale for today, Isabel V. Hull argues that the routines and practices of the Imperial German Army, unchecked by effective civilian institutions, increasingly sought the absolute destruction of its enemies as the only guarantee of the nation's security. So deeply embedded were the assumptions and procedures of this distinctively German military culture that the Army, in its drive to annihilate the enemy military, did not shrink from the utter destruction of civilian property and lives. Carried to its extreme, the logic of "military necessity" found real security only in extremities of destruction, in the "silence of the graveyard." Hull begins with a dramatic account, based on fresh archival work, of the German Army's slide from administrative murder to genocide in German Southwest Africa (1904-7). The author then moves back to 1870 and the war that inaugurated the Imperial era in German history, and analyzes the genesis and nature of this specifically German military culture and its operations in colonial warfare. In the First World War the routines perfected in the colonies were visited upon European populations. Hull focuses on one set of cases (Belgium and northern France) in which the transition to total destruction was checked (if barely) and on another (Armenia) in which "military necessity" caused Germany to accept its ally's genocidal policies even after these became militarily counterproductive. She then turns to the *Endkampf* (1918), the German General Staff's plan to achieve victory in the Great War even if the homeland were destroyed in the process—a seemingly insane campaign that completes the logic of this deeply institutionalized set of military routines and practices. Hull concludes by speculating on the role of this distinctive military culture in National Socialism's military and racial policies. Absolute Destruction has serious implications for the nature of warmaking in any modern power. At its heart is a warning about the blindness of bureaucratic routines, especially when those bureaucracies command the instruments of mass death.

*Serving Military Families* بيلومانيا للنشر والتوزيع

Madman, tyrant, animal—history has given Adolf Hitler many names. In *Mein Kampf* (My Struggle), often called the Nazi bible, Hitler describes his life, frustrations, ideals, and dreams. Born to an impoverished couple in a small town in Austria, the young

Adolf grew up with the fervent desire to become a painter. The death of his parents and outright rejection from art schools in Vienna forced him into underpaid work as a laborer. During the First World War, Hitler served in the infantry and was decorated for bravery. After the war, he became actively involved with socialist political groups and quickly rose to power, establishing himself as Chairman of the National Socialist German Worker's party. In 1924, Hitler led a coalition of nationalist groups in a bid to overthrow the Bavarian government in Munich. The infamous Munich "Beer-hall putsch" was unsuccessful, and Hitler was arrested. During the nine months he was in prison, an embittered and frustrated Hitler dictated a personal manifesto to his loyal follower Rudolph Hess. He vented his sentiments against communism and the Jewish people in this document, which was to become *Mein Kampf*, the controversial book that is seen as the blue-print for Hitler's political and military campaign. In *Mein Kampf*, Hitler describes his strategy for rebuilding Germany and conquering Europe. It is a glimpse into the mind of a man who destabilized world peace and pursued the genocide now known as the Holocaust.

University of Chicago Press

*Military Veteran Reintegration: Approach, Management, and Assessment of Military Veterans Transitioning to Civilian Life* offers a toolkit for researchers and practitioners on best practices for easing the reintegration of military veterans returning to civilian society. It lays out how transition occurs, identifies factors that promote or impede transition, and operationalizes outcomes associated with transition success. Bringing together experts from around the world to address the most important aspects of military transition, the book looks at what has been shown to work and what has not, while also offering a roadmap for best-results moving forward. - Contains evidence-based interventions for military veteran-to-civilian transition - Features international experts from North America, Europe and Asia - Includes how to measure transition outcomes - Outlines recovery programs for the injured and sick - Identifies factors that promote or impede successful transition

*Military Innovation in the Interwar Period* University of North Texas Press

Militaries with state-of-the-art information technology sometimes bog down in confusing conflicts. To understand why, it is

important to understand the micro-foundations of military power in the information age, and this is exactly what Jon R. Lindsay's *Information Technology and Military Power* gives us. As Lindsay shows, digital systems now mediate almost every effort to gather, store, display, analyze, and communicate information in military organizations. He highlights how personnel now struggle with their own information systems as much as with the enemy. Throughout this foray into networked technology in military operations, we see how information practice—the ways in which practitioners use technology in actual operations—shapes the effectiveness of military performance. The quality of information practice depends on the interaction between strategic problems and organizational solutions. *Information Technology and Military Power* explores information practice through a series of detailed historical cases and ethnographic studies of military organizations

at war. Lindsay explains why the US military, despite all its technological advantages, has struggled for so long in unconventional conflicts against weaker adversaries. This same perspective suggests that the US retains important advantages against advanced competitors like China that are less prepared to cope with the complexity of information systems in wartime. Lindsay argues convincingly that a better understanding of how personnel actually use technology can inform the design of command and control, improve the net assessment of military power, and promote reforms to improve military performance. Warfighting problems and technical solutions keep on changing, but information practice is always stuck in between. *Tarnished* Cornell University Press  
*Creating Military Power* examines how societies, cultures, political

structures, and the global environment affect countries' military organizations. Unlike most analyses of countries' military power, which focus on material and basic resources—such as the size of populations, technological and industrial base, and GNP—this volume takes a more expansive view. The study's overarching argument is that states' global environments and the particularities of their cultures, social structures, and political institutions often affect how they organize and prepare for war, and ultimately impact their effectiveness in battle. The creation of military power is only partially dependent on states' basic material and human assets. Wealth, technology, and human capital certainly matter for a country's ability to create military power, but equally important are the ways a state uses those resources, and this often depends on the political and social environment in which military activity takes place.

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