

The Spit-Shine Syndrome

ORGANIZATIONAL
IRRATIONALITY
IN THE
AMERICAN
FIELD ARMY

Christopher Bassford

Foreword by Robert M. Elton

Spit Shine Syndrome Organizational Irrationality In The American Field Army

Joshua E. Kastenberg



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. **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.

Military Medical Ethics, Volume 1, *Uncertain Warriors* David Fitzgerald, 2023-11-09. In an era where history had supposedly ended, what was an Army for? This question confronted the US Army at the end of the Cold War. Although public support for the military remained high, fewer were sending their children to enlist, and questions were raised about the uncertainty of future operations. How would Army leaders prepare soldiers for difficult peacekeeping operations that called for a more human-oriented approach in light of the promises of high-tech warfare? How best to navigate the broader debates about changing gender and sexual norms in American society? Pulled in different directions, the Army struggled to put forward a compelling vision of who and what the American soldier should be. In *Uncertain Warriors*, David Fitzgerald reveals how, in response to this uncertainty, they eventually fell back on an older vision of martial masculinity, embracing a warrior ethos that was meant to define the contemporary American soldier. **Professional Journal of the United States Army**, 1990.

Parameters ,2001 Review of Current Military Literature ,1990 **Military Review** ,1990 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 *The History of Officer Social Origins, Selection, Education and Training Since the Eighteenth Century* Elliott Vanveltner Converse, 1996 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 *U.S. Unilateral Arms Control Initiatives* William Rose, 1988-12-05 As a former negotiator I wish I had had the benefit of Profssor 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 **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 The Aegean Mission Jeffrey Holland, 1988-08-24 This well researched study explores a virtually unknown and largely enigmatic aspect of World War II the nature of amphibious operations in the Aegean Sea in 1943 More than an historical account it is designed to interpret and reassess the crucial decisions which influenced the outcome of what has become known as the Dodecanese Disaster The British operations in the Aegean at that time present many parallels with the recent conflict in the Falklands in terms of scale and order of battle the critical difference being that operations in the Aegean resulted in tragic failure The author leads the reader through a web of intrigue incompetence fantasy and cover up to find the truth He vividly portrays the tensions between American and British perspectives in the strategy for the war against Germany

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