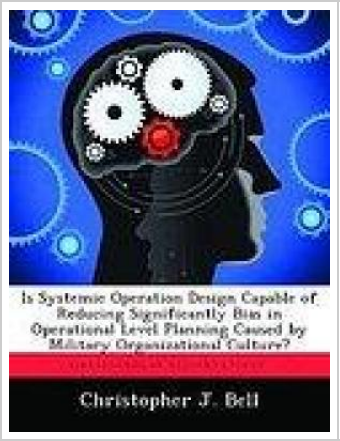

Is Systemic Operation Design Capable of Reducing Significantly Bias in Operational Level Planning Caused by Military Organizational Culture?

By Christopher J. Bell

Bibliioscholar Nov 2012, 2012. Taschenbuch. Book Condition: Neu. 246x189x6 mm. This item is printed on demand - Print on Demand Neuware - Bias caused by organizational culture is a constant companion of military planning. Cognitive models dominated by Newtonian, mechanistic, and reductionist thinking, have all but entrenched bias at the operational level of war where contextual, or environmental, orientation to a rival is rarely more than an unthinking or ideological mirage. The results are brittle campaign plans that are broadly predictable by any thinking competitor. Systemic Operation Design claims to address this major problem by re-orienting users to each unique problem that they face. It rejects the unconscious application of previous experiences and cognitive templates as a dangerous trap that is more likely to produce incoherent and flawed actions, than effective operational art and science. A holistic approach, based on seven rounds of recorded (or textualized) discourse, it seeks to self-consciously, cognitively orient users to the problem at hand, before investigating the logic underlying the form of the system that connects them to a given rival entity. Instead of working in reverse from teleological, mechanistic, rigid, and pre-determined strategic end-states to possible actions likely to deliver them, the approach seeks...

Reviews

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