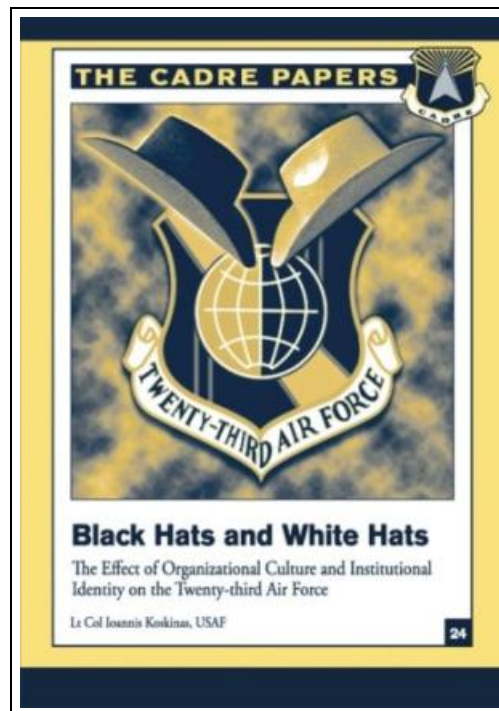


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Reviews

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(Mrs. Jane Quitzon DDS)

BLACK HATS AND WHITE HATS: THE EFFECT OF ORGANIZATIONAL CULTURE AND INSTITUTIONAL IDENTITY ON THE TWENTY-THIRD AIR FORCE: CADRE PAPER NO. 24



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Createspace. Paperback. Book Condition: New. This item is printed on demand. Paperback. 234 pages. Dimensions: 9.6in. x 6.7in. x 0.5in. In a move to consolidate its Air Force special operations forces (AFSOF) and the Air Rescue and Recovery Service (ARRS), the United States Air Force (USAF) and the Military Airlift Command (MAC) activated the Twenty-third Air Force on March 1, 1983. When interviewed, the former ARRS commander and new Twenty-third Air Force commander, Maj Gen William J. Mall, offered a reason behind the creation of the new numbered air force: We created the Twenty-Third AF Air Force primarily to enhance the special operations (SOF) mission. The move capitalized on the synergism that exists between SOF and the combat rescue forces because their mission, training and equipment are very similar. It makes sense to manage the training, tactics, maintenance, and supply from one headquarters. By equipping and training our forces under a common, event centered standard, we provide the military with the capability to move our forces from one mission area to another to best accomplish both tasks. This actually gives us more assets and greater flexibility if a contingency arises. Although this merger lasted only until 1989, the Twenty third Air Force experience provides sufficient data for a thorough analysis of the internal effect of organizational culture and institutional agendas. This study seeks the answer to the following question: how did organizational culture affect the institutional growth of the Twenty-third Air Force. To answer the question, this study explores the impact of organizational culture on the evolution of the ARRS and AFSOF up to 1989. By exposing the reader to the effects of institutional agendas on the organizational growth of the Twenty-third Air Force, this research paper looks for hints into the future by studying the past. The significance of this...

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