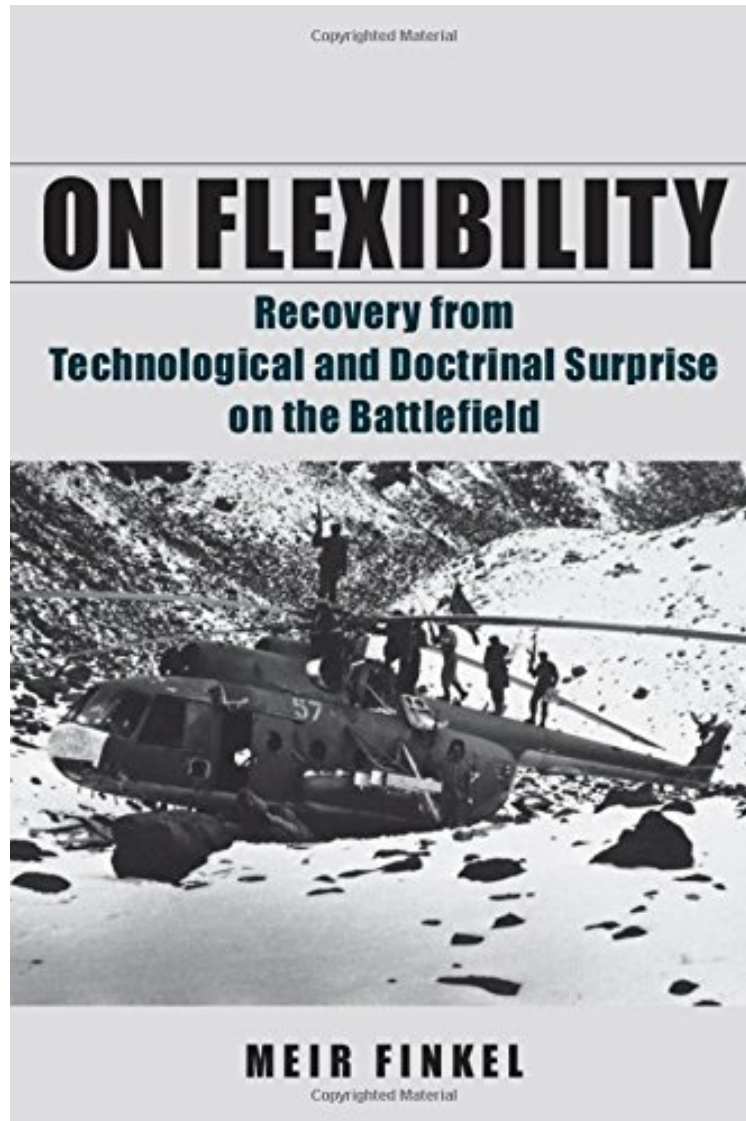


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On Flexibility: Recovery from Technological and Doctrinal Surprise on the Battlefield

Meir Finkel

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Meir Finkel : On Flexibility: Recovery from Technological and Doctrinal Surprise on the Battlefield before purchasing it in order to gage whether or not it would be worth my time, and all praised On Flexibility: Recovery from Technological and Doctrinal Surprise on the Battlefield:

11 of 12 people found the following review helpful. Emphasis on top-down institutional challenges and changesBy

Peter Monks Drawing on seven primary case studies from 20th century conflict, the author seeks to examine what makes large military institutions adaptable and resilient in the face of surprise. Most of the author's work is aimed at how larger military institutions respond to and cope with the unexpected, usually in the context of high-intensity combat against peer competitors. Readers interested in how to make company or platoon level leadership more adaptable or how armies focused on wars of national survival reorient themselves to guerrilla or COIN campaigns won't find much here, and in many respects the author's conclusions are sensible if not particularly original or insightful. The range and level of analysis of the historical case studies vary (the three dealing with armoured/anti-tank methods in Russia in 1941, the Western Desert in 1941-2 and the Yom Kippur War are probably the best, with that on the RAF's Bomber Command the most limited), and despite one or two interesting observations I am not sure that (although it is generally well argued and written) "On Flexibility" adds much to the available professional literature on the subject. 0 of 0 people found the following review helpful. an experienced soldier reviews critical turning points in battles ...By Edward N.Luttwakan experienced soldier reviews critical turning points in battles wars characterized by a sequence of massive surprise ...and recovery instead of defeat. Extremely valuable for military historians, military practitioners the multitude of readers of military history .1 of 1 people found the following review helpful. Five StarsBy Armin DoerryAN excellent book... Should be read by all design engineers and engineering managers...

This book addresses one of the basic questions in military studies: How can armies cope effectively with technological and doctrinal surprises?ones that leave them vulnerable to new weapons systems and/or combat doctrines? Author Meir Finkel contends that the current paradigm?with its over-dependence on intelligence and an all-out effort to predict the nature of the future battlefield and the enemy's capabilities?generally doesn't work. Based on historical case analysis of successful "under-fire" recovery and failure to recover, he identifies the variables that have determined these outcomes, and he presents an innovative method for military force planning that will enables armies to deal with the uncertainties of future wars "in real time." His proposed method combines conceptual, doctrinal, cognitive, command, organizational, and technological elements to produce optimal battlefield flexibility and adaptability. He then demonstrates that, when properly applied, this method can eliminate most obstacles to overcoming battlefield surprises.

"Originally published in Israel in 2007, this thoughtful work by Col. Finkel (IDF) looks at how modern military forces have coped with surprise in terms of innovative technologies, techniques, or tactics." (A. A. Nofi StrategyPage.com)"This is an outstanding work. Inculcating adaptability, flexibility, and responsiveness to surprise is the chief preoccupation of the major armies of the world. Doctrine writers, practitioners, scholars, and policy-makers concerned with the effectiveness of military force should read this book." (David Betz, Department of War Studies King's College London)"This book combines solid history and an innovative analytical structure. It begins to fill in a serious hole in our understanding of flexibility or what could better be called 'adaptation under fire.' It is strongly recommended for senior military leaders and students of military innovation and force planning. In the future, surprise will continue to characterize the character of modern warfare, and the need to be flexible will be at a premium. On Flexibility provides great insights on flexibility and will prove to be an enduring contribution to our understanding of military history and to enhancing our ability to adapt when we hopefully do not get things too terribly wrong." (Frank Hoffman)"[A] thoroughly researched and objective work of events impacting America's military affairs and security policies." (Parameters)"A highly original work, dealing with an important and little-explored subject." (Martin van Creveld)About the AuthorMeir Finkel is the Director of the Israeli Defense Force's Ground Forces Concept Development and Doctrine Department. As a Colonel in the IDF, he commanded armor units up to brigade level.