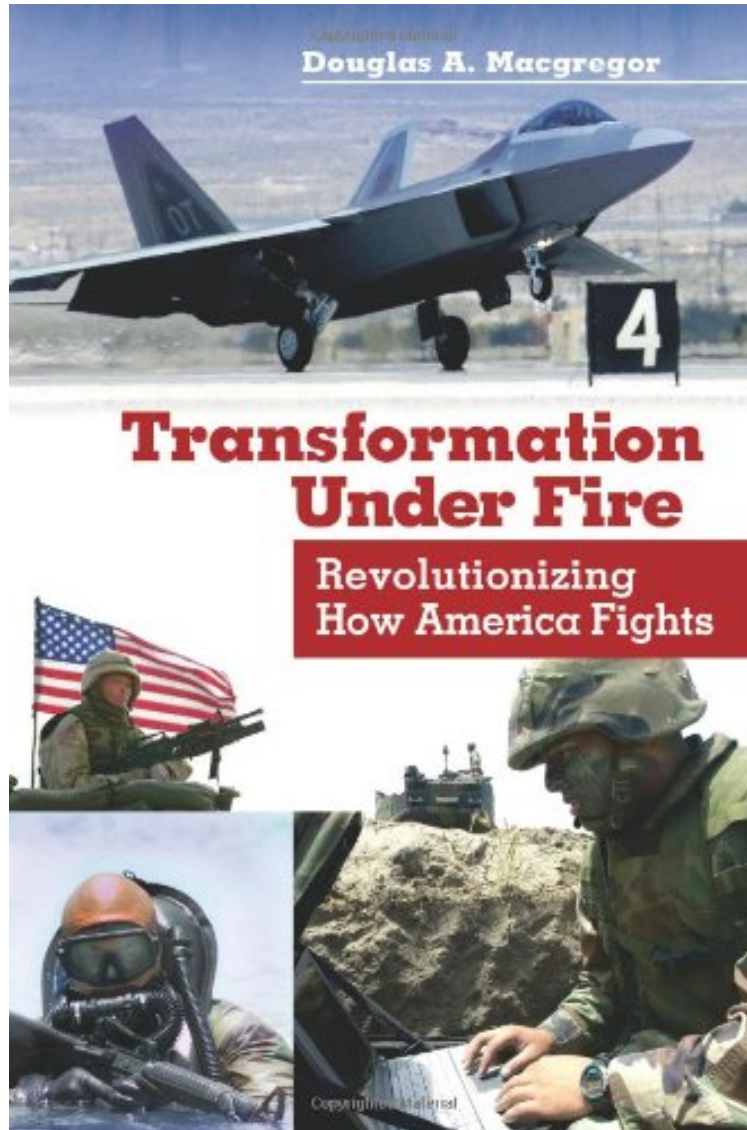


[Free and download] Transformation Under Fire: Revolutionizing How America Fights

# Transformation Under Fire: Revolutionizing How America Fights

*Douglas A. Macgregor*

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**Douglas A. Macgregor : Transformation Under Fire: Revolutionizing How America Fights** before purchasing it in order to gage whether or not it would be worth my time, and all praised Transformation Under Fire: Revolutionizing How America Fights:

4 of 4 people found the following review helpful. A Way Forward By Retired Reader This is a stand alone book, but it builds on the work Colonel Macgregor did in his earlier book. "Breaking the Phalanx." The first book dealt with tactical and operational issues of command and control (C2) and force structure in the Information Age. This book builds the case that information technology enables the creation multi-service, joint military commands and

operations. And that the threat environment of the 21st Century makes the use of joint commands a necessity. As in his previous book, Macgregor demonstrates his understanding that Command, Control, Computers, Communication, Intelligence, Surveillance, and Reconnaissance (C4ISR) Systems. C4ISR Systems are information driven and allow battlefield awareness to be pushed to the top of the command structure while allowing decision making to be pushed down to the tactical level of a command structure. This is brought about by the fact that functioning C4ISR systems simultaneously provide near real time information (situational awareness) to all levels of a military force. This availability of information allows force structures to be both more flexible and to execute rapid maneuver warfare using dispersed tactical units. Also Macgregor believes that common or at least inter-operable C4ISR Systems make joint operational commands feasible. He argues that warfare in the 21st Century will require multi-service joint operations using small mission oriented modules of air, ground, and naval units. Again such joint operations are made possible by sharing a common and timely information base. Perhaps most importantly, Macgregor discusses the cultural change that must take place among the Officer Corps of the U.S. Armed Forces to take advantage of the transformational opportunity offered by information technology, especially the ease with which information can be transmitted and processed. He is especially concerned to break the culture of what he refers to as the garrison mentality which encourages risk aversion, strict adherence to command hierarchies, and discourages initiative and creativity especially by junior officers. The qualities found in wartime combat leadership he feels should replace that of peacetime garrison thinking which now pervades the armed forces. In the end Macgregor builds a good case for the fact that military transformation is not about new technology, but is cultural and structural change in response to new technologies or new threats to national security. Most of Macgregor's ideas especially about cultural change have proved too radical for the Army, although the Army is replacing its divisional structures with the smaller, "more agile" brigade group concept. What is surprising is the resistance of all the services to adopting a single compatible C4ISR system that would allow for inter-operability and make joint operations a reality. This resistance is caused by parochialism, lack of effective leadership by the Joint Chiefs, and the simple fact that the services don't really want to conduct joint operations.

0 of 0 people found the following review helpful. Besides that it was a great read. By Andrew Storey While it claims to be intended for a very broad audience, much of the lingo is unique to the business and would take someone a bit longer to get through who is not familiar with the technology and organization. Besides that it was a great read. 0 of 0 people found the following review helpful. I had read this author's previous work. This book ... By wolverine I had read this author's previous work. This book is every bit as detailed and researched as any of his work. I appreciate that.

Are we prepared to meet the challenges of the next war? What should our military look like? What lessons have we learned from recent actions in Afghanistan and Iraq? Macgregor has captured the attention of key leaders and inspired a genuine public debate on military reform. With the dangerous world situation of the early 21st century--and possible flashpoints ranging from the Middle East to the Far East--interservice cooperation in assembling small, mobile units and a dramatically simplified command structure is essential. MacGregor's controversial ideas, favored by the current Bush administration, would reduce timelines for deployment, enhance responsiveness to crises, and permit rapid decision-making and planning. The Army is the nation's primary instrument of land warfare, but what capabilities can the Army field today, and what is the Joint Commander likely to need tomorrow? Stuck with a force structure that hasn't changed since World War II, as well as an outdated command system, today's Army faces potential failure in a modern war. Without a conceptual redefinition of warfare as a joint operation, a new military culture that can execute joint expeditionary warfare will not emerge. New technology both compels and enables evolution of the armed forces' organization. MacGregor's visionary plan to integrate ground maneuver forces with powerful strike assets is the foundation for a true revolution in military affairs, and has sparked heated debates in policy and military circles.

"Macgregor, now stationed at National Defense University, has a knack for skillfully blending historical examples from the past with powerful arguments about the future. The combination is both thoroughly educational and extremely stimulating. This is a serious book worthy of reading by today's field grade officers and civilian policymakers interested in arguments that challenge the status quo. It is also highly recommended for joint combat developers and force planners at U.S. Joint Forces Command.... Professionals who want to think differently and examine the kinds of forces and capabilities that can meet new challenges and unexpected circumstances should start with Transformation Under Fire." - Marine Corps Gazette "In today's Global War on Terrorism, the Pentagon's senior civilian and military leaders--who should read this book--must be afraid of nothing, not even a new idea." - Military Heritage "The book is scholarly, well researched, cohesive, and technically written in a stimulating manner... Macgregor's book is ideal for reading at the war colleges, for the professional soldier and military planner, and for advanced courses in strategic defense." - Perspectives on Political Science "Has delivered another insightful vision in his latest book.... Transformation Under Fire is a must-read for both military professionals and public officials charged with overseeing defense programs. It is likely to figure prominently in ongoing discussions of defense reform. The value of this book lies in its superb analysis of the current geopolitical environment and the

author's coupling of this analysis with an informed assessment of the impact of information technology on warfare to support his proposals....Offers a strident critique of recent Army transformation efforts while also providing the reader a comprehensive vision of near-term changes within the department of Defense that could truly enhance our military's ability to conduct joint expeditionary operations....Essential reading for military professionals and for those with oversight of defense programs." - Army Magazine"Macgregor's book is the best tradition of military theorists, whose ideas transformed armies to meet the challenges of WWII: Hans Von Seckt, B. H. Liddell Hart, Charles de Gaulle, and Heinz Guderian. Macgregor presents the first coherent view of how the information age should transform the way we organize for war. The question now remains whether the U.S. Army will heed his calls for true or continue to cede more and more of its missions to the Marine Corps, which has embraced expeditionary warfare. Macgregor takes to task the leadership culture that stifles change; but more importantly, he sketches out a realistic, immediate path to true transformation that will vault the Army out of exile at the Pentagon and back into the forefront of the Nation's fight in the war on terrorism." - Armor"Transformation Under Fire offers a strident critique of recent Army transformation efforts while also providing the reader a comprehensive vision of near-term changes within the department of defense that could truly enhance our military's ability to conduct joint expeditionary operations....Essential reading for military professionals and for those with oversight of defense programs." - Army"Though widely considered a maverick, Col Macgregor enjoyed influence beyond his rank. Two of his books--Breaking the Phalanx, published in 1997, and the more recent Transformation Under Fire--were considered must-reads within the army, and some of the changes he advocated have been adopted in some form." - London Financial Times"Found a receptive audience in Defense Secretary Donald H. Rumsfeld's office....The defense secretary is intrigued by Macgregor's thinking, which he has refined in a new book, Transformation Under Fire: Revolutionizing The Way America Fights, due out in the fall: three to five rapidly deployable battle groups is the kind of force Rumsfeld believes is necessary in the global war on terrorism." - The Washington Post "Colonel Doug Macgregor was a courageous combat commander in Desert Storm and is an even more courageous leader in transforming U.S. Land Warfare against an entrenched mindset that was proven wrong in Operation Iraqi Freedom. Airmen and soldiers must read this book!" (Thomas G. McInerney, Lt. Gen USAF (Ret))"Colonel Macgregor is to the Information Age joint military what Billy Mitchell was to airpower and what Liddell Hart, Fuller, DeGaulle and Guderian were to armored warfare. He understands what has to be done, understands the principles for creating a 21st century joint military, and has outlined a practical guide to America's next quarter century of military effectiveness. Every citizen who cares about national security should read this book and every professional who wants to be competent in the information age MUST read this book." (Newt Gingrich, Former Speaker of the House of Representatives)"Peek inside the Pentagon and see the U.S. Army faking transformation, refusing to reform the inside, and betting on unproven technology like Stryker and Future Combat Systems to keep Army troopers relevant. Col. Macgregor loves the Army enough to tell the truth: six ways to meet and beat the threats of the future." (Congressman Jim Cooper, D-Tennessee, Member of the House Armed Services Committee)"Thought provoking and insightful, this book is a must read for leaders who care about shaping America's future fighting force. Colonel Macgregor continues to lead the way in shaping thoughtful solutions to transforming the nation's military." (Congressman Mack Thornberry, R-Texas, Member of the House Armed Services Committee)"Not everyone will agree with every point in this controversial book, but it deserves to be read and engaged seriously by those who lead the armed forces and care about transforming them to be dominant in the future." (Admiral Dennis Blair, U.S. Navy (Ret), former Commander, U.S. Pacific Command)"Colonel Douglas Macgregor has once again pointed the way towards real transformation and innovation in the army. It is because he brings the combination of a military intellectual and a 'muddy boots' soldier to his work that he is able to see the potential for real change. This is a book for all those who give a damn about America's defense in the 21st century." (Williamson Murray, Professor Emeritus, Ohio State University, co-author of A War To Be Won, Fighting the Second World War)"Colonel Macgregor provides anew and vibrant look at the age-old issue of military reform in Transformation Under Fire. His expert use of history and personal combat experience creates a compelling case for landpower's crucial role in joint expeditionary warfare." (Frank Carlucci, Former Secretary of Defense, 1987-1989)About the AuthorDOUGLAS A. MACGREGOR is a Colonel with the Center for Technology and National Security at the National Defense University. A West Point graduate, he served in Desert Storm, earning a bronze star with V device for valor for his leadership of combat troops. He is the author of Breaking the Phalanx: A New Design for Landpower in the 21st Century (Praeger, 1997) and The Soviet-East German Military Alliance (1989). He holds an M.A. in comparative politics and a Ph.D. in international relations from the University of Virginia.