

1. Record Nr.	UNINA9910806278603321
Autore	Holmes-Eber Paula
Titolo	Culture in conflict : irregular warfare, culture policy, and adaptation in the marine corps // Paula Holmes-Eber
Pubbl/distr/stampa	Stanford, California : , : Stanford Security Studies, , 2014 ©2014
ISBN	0-8047-9190-2
Descrizione fisica	1 online resource (270 p.)
Disciplina	359.9/64
Soggetti	Cultural awareness - Government policy - United States Intercultural communication - Government policy - United States Irregular warfare - United States Organizational change - United States Sociology, Military - United States
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Frontmatter -- Contents -- Figures and Tables -- Acknowledgments -- Prologue -- Introduction -- 1 "When the Boots Hit the Ground": Studying Military Culture from the Ground Up -- Introduction -- 2 "Every Marine a Rifleman": The Egalitarian Military Service -- 3 "Soldiers of the Sea": The Marine Corps Expeditionary Mindset -- 4 "Honor, Courage, and Commitment": Instilling the Warrior Ethos at the Recruit Depots -- 5 "Tip of the Spear": Leadership in the Corps -- Introduction -- 6 "Building the Plane as We're Flying It": Simplifying Solutions to Culture in Theater -- 7 "The 80 Percent Solution": (Mis)-Translations from SME to Marine -- 8 "Where's the 'So What?'" Processing Culture at the Center for Advanced Operational Culture Learning (CAOCL) -- 9 "There's No 'I' in Team": Reshaping Culture Specialists to Fit a Nonspecialist Culture -- Conclusion -- Appendix: Marine Corps Ranks and Organizational Structures -- Notes -- Bibliography -- Index
Sommario/riassunto	In response to the irregular warfare challenges facing the U.S. in Iraq and Afghanistan in 2005, General James Mattis—then commander of Marine Corps Combat Development Command—established a new Marine Corps cultural initiative. The goal was simple: teach Marines to

interact successfully with the local population in areas of conflict. The implications, however, were anything but simple: transform an elite military culture founded on the principles of "locate, close with, and destroy the enemy" into a "culturally savvy" Marine Corps. *Culture in Conflict: Irregular Warfare, Culture Policy, and the Marine Corps* examines the conflicted trajectory of the Marine Corps' efforts to institute a radical culture policy into a military organization that is structured and trained to fight conventional wars. More importantly, however, it is a compelling book about America's shifting military identity in a new world of unconventional warfare.
