

# Changing The Military Culture Of Silence

American Military Culture in the Twenty-First Century  
Military Culture Shift  
Military Culture and Education  
Military Culture Understanding Military Culture  
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Changing the Military Culture of Silence  
Military Culture  
European Military Culture and Security Governance  
Military Culture  
Military Cultures in Peace and Stability Operations  
Organizational Culture and the Military  
Contemporary Military Culture and Strategic Studies  
Cross-Cultural Competence for a Twenty-First-Century Military  
The Culture of Military Organizations  
Organizational Culture and the Military  
The New American Way of War  
Camp All-American, Hanoi Jane, and the High-and-tight  
Military Culture and Healthcare  
The Culture War Within  
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this csis project examined american military culture its norms values philosophies and traditions and the services abilities to adapt to environmental stress and the demands of the twenty first century

a guide to understanding and leading today s us military force significant shifts in military culture have created a complex set of challenges impacting morale and motivation recruitment and retention and program participation military culture shift presents the story of us military service members their families and the institution itself through the lens of multiple generations and the major factors

impacting modern day recruitment retention leadership and wellness a licensed counselor and leadership consultant author corie weathers draws from her own military spouse experience her professional work with military families and leaders and more than 15 years of research to offer narrative history insights and perspectives on generational viewpoints from world war i veterans to today s recruits gen z short and long term impact of department of defense budget decisions emerging social trends within the military community especially post 9 11 cumulative effect of two decades of war on military family wellness of special interest to military leaders service members military family members as well as historians politicians educators and counselors military culture shift helps readers understand and embrace how past decisions have led to the current state generational differences in motivation trust in authority and learning styles why families aren t turning up for in person and social events communication shifts that impact cohesiveness leadership strategies to influence positive changes going forward

while studies of american military culture have proliferated in recent years and the culture of academic institutions has been a subject of perennial interest comparatively little has been written on the ways the military and academe intersect these essays offer both ground level perspectives of the classroom and campus and well considered articulations of the tensions and opportunities involved in training civic minded soldiers on the issues especially important in the post 9 11 world

this paper examines social change in american military culture briefly the analysis explores the current battle between the military s traditional combat masculine warrior or cmw paradigm of exclusion and the contradictory evolving model of culture characterized by inclusion and heterogeneity two recent cases illustrate this divergence between paradigm and model women in combat and homosexuals in the military the analysis next examines the long term war of military culture suggesting that the military is undergoing a cultural paradigm shift moving away from its traditional cmw paradigm of exclusion toward an inclusionary view of soldiering assuming the military seeks a paradigm shift as evidenced by the evolving model of culture the paper suggests some initial strategies for implementing a paradigm shift specifically paradigm pioneers must foster a culture of inclusion and egalitarianism senior military leaders are the catalysts of a paradigm shift they are the true pioneers who can institutionalize a cultural paradigm embodied by an inclusive whole rather than a paradigm personified by an exclusive few

examines military culture from a theoretical and a practical point of view considers conflicts in afghanistan and iraq that have highlighted the importance of culture as a concept in analyzing the ability of military organizations to perform certain tasks culture has been described as the bedrock of military effectiveness because it influences everything an armed service does the recent conflicts in afghanistan and iraq have highlighted the importance of culture as a concept in analyzing the ability of military organizations to perform certain tasks in fact a military s culture may determine its preferred

way of fighting and dealing with other challenges like incorporating new technologies more than its doctrine or organizational structure of view it focuses on the canadian and american military cultures and it provides the first detailed examination of the culture of the canadian forces it also compares their culture to that of the us armed forces the book concludes that while the culture of the canadian forces has been americanized to a certain extent the culture of the us armed forces due to changes in their personnel and roles has experienced a certain degree of canadianization at the end of the 20th and the beginning of the 21st centuries

while studies of american military culture have proliferated in recent years and the culture of academic institutions has been a subject of perennial interest comparatively little has been written on the multiple ways the military and academe intersect focusing on this subject offers an opportunity to explore how teachers and researchers straddle the two quite different cultures the contributors to this volume both embody and articulate how the two cultures co exist and cooperate however unevenly at times chapters offer both ground level perspectives of the classroom and campus as well as well considered articulations of the tensions and opportunities involved in teaching and training civic minded soldiers on issues especially important in the post 9 11 world

samuel m rhodes command sergeant major retired battle with ptsd and suicide cover

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this book offers the first systematic comparative analysis of military education and training in europe within the context of the post cold war security environment based on an analysis of military education institutions in the uk germany finland romania and the baltic states this book demonstrates that the convergence of european military cultures since the end of the cold war is linked to changes in military education the process of convergence originates at least in part from the full or partial adoption of a new concept by post commissioning professional military education institutions the national defence university officers are now educated alongside civilians and public servants wherein they enjoy a socialization experience that is markedly different from that of previous generations of european officers and is increasingly similar across national borders in addition this book argues that with the control over the curricula and graduation criteria increasingly set by civilian higher education authorities the european armed forces while continuing to exist and hold significant although declining capabilities stand to lose their status as a profession in the traditional sense this book will be of much interest to students of military european security policy european politics and ir in general

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as of september 2017 the united nations alone deployed 110 000 uniformed personnel from 122 countries in fifteen peacekeeping operations worldwide soldiers in these missions are important actors who not only have considerable responsibility for implementing peace and stability operations but also have a concomitant influence on their goals and impact yet we know surprisingly little about the factors that prompt soldiers behavior despite being deployed on the same mission under similar conditions various national contingents display significant systematic differences in their actions on the ground in

military cultures in peace and stability operations chiara ruffa challenges the widely held assumption that military contingents regardless of their origins implement mandates in a similar manner she argues instead that military culture the set of attitudes values and beliefs instilled into an army and transmitted across generations of those in uniform influences how soldiers behave at the tactical level when soldiers are abroad they are usually deployed as units and when a military unit deploys its military culture goes with it by investigating where military culture comes from ruffa demonstrates why military units conduct themselves the way they do between 2007 and 2014 ruffa was embedded in french and italian units deployed under comparable circumstances in two different kinds of peace and stability operations the united nations interim force in lebanon and the nato mission in afghanistan based on hundreds of interviews she finds that while french units prioritized patrolling and the display of high levels of protection and force such as body armor and weaponry italian units placed greater emphasis on delivering humanitarian aid she concludes that civil military relations and societal beliefs about the use of force in the units home country have an impact on the military culture overseas soldiers perceptions and behavior and ultimately consequences for their ability to keep the peace

this project reviews key concepts of organizational culture and examines how our military culture may change as a result of various social and environmental influences military culture has always had a significant impact on operational effectiveness but even military culture has a context and can be acted upon by other forces changes in our society will produce changes and strains inside the military which could force new learning and adaptation of its culture for the army s culture change may pose dangers on one hand the army s culture may evolve too far causing the force to become civilianized and less ready for the demands of combat on the other hand an army focused on its own norms and values could lose sight of the values of the society it is sworn to defend this study examined the military s organizational culture through the use of an organizational culture climate survey that measured and compared the attitudes and perceptions of army officers toward a wide range of culture related issues the results of the survey provided insights as to the need for change in our military culture due to internal and external influences the study concludes by outlining implications for the army

this book explores and compares the contemporary military cultures of the united states and the united kingdom the last decade has witnessed astonishing global events from 9 11 and military operations in afghanistan in the same year to the military intervention in libya in 2011 western military forces have been involved in all of these campaigns and have been engaged in continuous military operations for over ten years it is therefore now apt to focus a spotlight on the military cultures of these state based armed forces this book examines how contemporary american and british military culture is formed focusing explicitly on the six major military institutions the author dedicates a chapter to each of these institutions with each one sharing a unifying analytical framework these chapters explore the formation and sustenance of us uk military culture under the rubric of common themes that include social origins

transformative events leaders approaches to war technology and contemporary identity to conclude the book considers the impact of the war on terror on the military cultures of the us and uk as well as likely directions for the future this book will be of much interest to students of military studies strategic studies security studies and comparative politics

warfare in the 21st century is far different than warfare throughout the 19th and 20th centuries conventional warfare was about kinetic force and bending an adversary by might and strength skills valued were those related to mastery of weapons and placing ordnance on target courage and valor were defined by conflict militaries were distinct from the population and occupation was an enduring stage of war contemporary warfare besides continuing to be an exercise in military strength is composed of missions that depend on skills to forge interpersonal relationships and build sustainable partnerships with a host of actors that once had no voice or role in conflict s duration or conclusion today final victory does not conclude directly from conflict in fact victory may be subsumed into the larger and more consuming equation of international stability twenty first century warfare is about counterinsurgency and counter terrorism through an array of strategies that foster collusion and collaboration not acquiescence cross cultural competence 3c is a suite of competencies and enablers that have been identified as critical to instill in expeditionary military and civilian personnel in the department of defense dod defined as a set of knowledge skills abilities and attitudes ksaas 3c promotes effective interaction across cultural divides through exchanging ideas and meaning across cultures facilitating effective cross cultural interactions to develop and sustain relationships and providing a means to discern meaning from foreign and culturally different behavior 3c permeates dod policy doctrine strategy and operations and is now being institutionalized in dod military and civilian education and training cross cultural competence for a twenty first century military culture the flipside of coin is a volume edited by two acknowledged experts on 3c in military learning policy and research and explores the value and necessity of 3c to developing 21st century warfighters this volume features chapters by the editors and a host of multidisciplinary experts that probes all aspects of 3c from concept to application the message carried throughout cross cultural competence for a 21st century military is that contemporary and future security endeavors will be successful because winning wars ultimately rest on developing and sustaining cross cultural relationships as much as it does on weapons and force

examines how military culture forms and changes as well as its impact on the effectiveness of military organizations

this book explores the cultural history and future prospects of the so called new american way of war in recent decades american military culture has become increasingly dominated by a vision of immaculate destruction which reached its apogee with the fall of baghdad in 2003 operation iraqi freedom was hailed as the triumphant validati

a folklorist who taught as a civilian professor at the naval academy in annapolis maryland for seven years carol burke analyzes the military as an occupational folk group arguing that every detail of military culture from the high and tight haircut to the chants sung in basic training is laden with significance exploring the minute ways that the cult of masculinity persists in all branches of the united states military today burke unearths fascinating details and offers eye opening anecdotes about basic training military dress and speech the history of the marching chant the disdain some veterans still harbor for jane fonda and the colorful and sometimes questionable rituals of military manhood postulating that culture is made not born burke urges the military to consciously change its policy of gendered apartheid so it can evolve into the gender race and sexuality neutral democratic institution it needs to be

the purpose of the study is to explore nurses knowledge of the military culture of 21 million veterans in the united states only a fourth will access veterans affairs va healthcare since they have the choice to be seen by civilian providers in fiscal year fy 2015 65m was spent on veteran medical care alone but some veterans state their health care providers do not understand the military culture veterans are a unique patient population compared to their pre service reports some veterans have a poorer quality of life after their military service in comparison to their civilian counterparts they battle with invisible wounds and the hidden barriers of the military culture service members have been trained to embrace great core values that have equipped them to be tough in the face of adversities these same values can cause hidden barriers when they seek medical care until date there are limited studies focused on nurses knowledge in this area hence this study was the first to be conducted among nurses a non experimental cross sectional study was conducted using the transcultural nursing theory as its conceptual framework that is this study approaches military culture with the same framework that is used in studying other cultures including african american hmong transgender and sikh for example considering military culture from the aspect of multicultural health care and health professions education is unique in the literature nurses were recruited from a community hospital in northern california a convenience sample of 127 registered nurses completed the military cultural competence program mccp survey and a demographic questionnaire the mccp tool comprised of two subscales the total overall mean on the knowledge and awareness subscale was 4 38 out of 6 range 3 71 to 4 97 representing a high level of military knowledge and a high confidence in skills and abilities subscale level with an overall mean of 81 3 out of 100 range 63 35 to 90 35 overall the nurses in this study demonstrated high knowledge levels of military culture and confidence skills but there were very low scores in areas of veteran referral to the appropriate resources the results of this study have benefited future research in enhancing nurses knowledge about the military culture in caring for veterans

on december 15 2010 by a vote of 250 175 the us house of representatives passed a bill to repeal the 17 year old law banning homosexuals from serving openly in the us armed forces three days later the bill

passed a us senate vote with a 65 31 majority and on december 22 president barack obama signed the don t ask don t tell repeal act of 2010 into law this is not the first time the us military has faced a monumental integration of a previously banned class of americans president truman integrated blacks into the military with the stroke of a pen in 1948 and congress began nominating women to us service academies in 1976 as was the case with race and gender the further expansion of the military social aperture to accept homosexuals had the predominant impact of making the military more inclusive and giving equal social status to a previously disadvantaged class of citizens yet there are reasons for concern in the united states first the integration of blacks and women into the military was not accomplished without difficulty and remains unfinished today while the military deserves credit for today s relatively healthy racial climate the full integration of women remains a struggle second the gap between the social and political values of the officer corps and those of the general population has widened to a disturbing extent a fact aggravated by the belief that the military culture is not only separate but also superior finally the extent to which this gap manifests itself in devoutly held religious beliefs that sometimes contradict emerging law and policy on sexual orientation presents a special problem because of faith s claim to the whole person this article addresses the possible impact of these three challenges on a successful transition to a military that respects openly homosexual service members

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