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An Untaken Road: Strategy, Technology, and the Hidden ...

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An Untaken Road follows the early development and limitations of ICBMs--limitations that made static basing difficult (never mind the idea of moving them around). From here the divergence is well documented regarding how static ICBMs became the weapon of choice and various mobile options showed great promise but never achieved stability as programs.

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Steven A. Pomeroy. Steven A. Pomeroy has authored the first history of the American mobile intercontinental ballistic missile (ICBM), a technology the United States spent four decades and billions of dollars creating but never deployed. An Untaken Road showcases how the evolution of a technology that ultimately never existed and the politics that surrounded it end up significantly shaping American nuclear strategy and forces for decades.

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an untaken road strategy technology and the hidden history of americas mobile icbms by steven a pomeroy annapolis naval inst press 2016 pp xiv 287 isbn 978 1 61251 973 9 review by david w kearn jr st johns university kearnstjohnsedu an untaken road investigates the history of mobile intercontinental ballistic missiles icbms in the united states during the

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An Untaken Road develops a new conceptual framework on the nature of strategic weapons technology innovation. This thorough study of a “road not taken” for major USAF mobile nuclear missile programs applies to those seeking to understand the challenges and constraints on U.S. military weapon programs, including those in the U.S. Navy.

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Steven A. Pomeroy has authored the first history of the American mobile intercontinental ballistic missile (ICBM), a technology the United States spent four decades and billions of dollars creating but never deployed. An Untaken Road showcases how the evolution of a technology that ultimately never existed and the politics that surrounded it end up significantly shaping American nuclear strategy and forces for decades. Utilizing recently declassified documents, years of experience, and an unrivaled passion for the history of military technologies, Pomeroy has created a new framework on the nature of strategic weapons

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technology innovation. This thorough study of a "road not taken" is a must read for those seeking to understand the challenges and constraints on U.S. military weapon programs, especially when inter-organization competition, domestic politics, strategic needs, and new technologies collide.

The history of the American mobile intercontinental ballistic missile (ICBM) reveals the interactions of strategy, technology, and context. Its tale began with nuclear strategists demanding second-strike weapons to ensure national survival. Many, including Presidents Eisenhower, Kennedy, and Reagan, drew confidence from ICBMs housed within underground silos. Others, among them Air Force General Bernard Schriever, Princeton mathematician John von Neumann, and Presidents Ford and Carter, thought otherwise. Accordingly, from 1956 until the Soviet Union's demise, Americans created mobile ICBMs no enemy could target. Their invention, diffusion, and growth nearly resulted in trains shuffling 300 Minuteman ICBMs across the country. Later, officers and politicians planned ICBM subways, air-launched missiles, bases under mountains, and submarines within inland seas. But, the ultimate mobile ICBM was the 1980s-era MX "doomsday machine," a state-sized weapon system that public opposition finally defeated. Even though a technological system such as a mobile ICBM force may remain unbuilt, the associated efforts of four decades and billions of dollars did not occur within a vacuum. Mobile ICBMs have significantly shaped American nuclear strategy and forces. An Untaken Road develops a new conceptual framework on the nature of strategic weapons technology innovation. This thorough study of a "road not taken" for major USAF mobile nuclear missile programs applies to those seeking to understand the challenges and

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constraints on U.S. military weapon programs, including those in the U.S. Navy. The impressive framework builds upon various scholarly works on technological innovation in the realms of nuclear and non-nuclear weapons. The result offers decision-makers, program managers, defense planners, and scholars a new way of thinking about how defense organizations must unite strategy, technology, and innovation within a challenging external context involving intra- and inter-organization competition, along with domestic politics. The book's lessons are germane, and today, Air Force leaders are re-examining mobile ICBMs as potential replacements for the silo-based Minuteman III.

How does one engage in the study of strategy? *Strategy: The Study of Strategy from Archidamus to Airpower*, argues that strategy is not just concerned with amassing knowledge; it is also about recognizing our imperfect understanding of the environment, and respecting the complex nature of adaptation to the unforeseen or unexpected. In essence, the strongest strategists are those who commit to an education that cultivates a more holistic and adaptive way of thinking. With that thought in mind, the authors of *Strategy* offer ways of thinking strategically about a variety of subject matters, from classical history to cyber power. Each contributing chapter author is a current or former professor at the School of Advanced Air and Space Studies in Montgomery, AL, widely considered the DoD's premier school of strategy. Each earned a PhD in either history or political science. All contributors are prolific and widely respected in their fields. Practitioners in the profession of arms, perhaps more than anyone else, must think strategically about the application of power on land, at sea, and in the air, space and cyberspace. In addition to the exploration of various sub-disciplines regarding

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strategy's role in the employment of power, and perhaps more importantly, Strategy illuminates different approaches to thinking about strategy, which have implications beyond the profession of arms. Therefore, the authors examine the learning and teaching of strategic concepts. The book does not provide a blueprint for how to teach or learn strategy (in fact, the authors contend that such a blueprint would be short-sighted and perhaps even dangerous). On the contrary, the work explores how one should think about the study of strategy through an appreciation of both context and uncertainty. Thus, the book not only contributes to a greater understanding of the strategic aspects of the employment of power, but also widens the aperture in recognizing different ways to explore new concepts. The authors contend that only through a willingness to explore different approaches do budding strategists make the most of their journey.

This volume serves as an invaluable guide to key political, social, and cultural concepts of the 1950s. • Provides rigorously and thematically tags of encyclopedic entries, period chronology, and primary documents for ease of reference • Serves as a valuable reference source for a key period of American History • Offers features that will help readers understand the period better, including sample Documents Based Essay Question and Top Tips for answering Documents Based Essay Questions

This updated and expanded edition of *Cyberspace in Peace and War* by Martin C. Libicki presents a comprehensive understanding of cybersecurity, cyberwar, and cyber-terrorism. From basic concepts to advanced principles, Libicki examines the sources and consequences

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of system compromises, addresses strategic aspects of cyberwar, and defines cybersecurity in the context of military operations while highlighting unique aspects of the digital battleground and strategic uses of cyberwar. This new edition provides updated analysis on cyberespionage, including the enigmatic behavior of Russian actors, making this volume a timely and necessary addition to the cyber-practitioner's library. *Cyberspace in Peace and War* guides readers through the complexities of cybersecurity and cyberwar and challenges them to understand the topics in new ways. Libicki provides the technical and geopolitical foundations of cyberwar necessary to understand the policies, operations, and strategies required for safeguarding an increasingly online infrastructure.

For more than half of its existence, members of the Marine Corps largely self-identified as soldiers. It did not yet mean something distinct to be a Marine, either to themselves or to the public at large. As neither a land-based organization like the Army nor an entirely sea-based one like the Navy, the Corps' missions overlapped with both institutions. This work argues that the Marine Corps could not and would not settle on a mission, and therefore it turned to an image to ensure its institutional survival. The process by which a maligned group of nineteenth-century naval policemen began to consider themselves to be elite warriors benefited from the active engagement of Marine officers with the Corps' historical record as justification for its very being. Rather than look forward and actively seek out a mission that could secure their existence, late nineteenth-century Marines looked backward and embraced the past. They began to justify their existence by invoking their institutional traditions, their many martial engagements, and their claim to be the nation's oldest and proudest military institution. This led

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them to celebrate themselves as superior to soldiers and sailors. Although there are countless works on this hallowed fighting force, *How the Few Became the Proud* is the first to explore how the Marine Corps crafted such powerful myths.

As Clausewitz observed, “In war more than anywhere else, things do not turn out as we expect.” The essence of war is a competitive reciprocal relationship with an adversary. Commanders and institutional leaders must recognize shortfalls and resolve gaps rapidly in the middle of the fog of war. The side that reacts best (and absorbs faster) increases its chances of winning. *Mars Adapting* examines what makes some military organizations better at this contest than others. It explores the institutional characteristics or attributes at play in learning quickly. Adaptation requires a dynamic process of acquiring knowledge, the utilization of that knowledge to alter a unit’s skills, and the sharing of that learning to other units to integrate and institutionalize better operational practice. *Mars Adapting* explores the internal institutional factors that promote and enable military adaptation. It employs four cases, drawing upon one from each of the U.S. armed services. Each case was an extensive campaign, with several cycles of action/counteraction. In each case the military institution entered the war with an existing mental model of the war they expected to fight. For example, the U.S. Navy prepared for decades to defeat the Japanese Imperial Navy and had developed carrier-based aviation. Other capabilities, particularly the Fleet submarine, were applied as a major adaptation. The author establishes a theory called Organizational Learning Capacity that captures the transition of experience and knowledge from individuals into larger and higher levels of each military service through four major steps. The learning/change cycle is influenced, he argues, by four

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institutional attributes (leadership, organizational culture, learning mechanisms, and dissemination mechanisms). The dynamic interplay of these institutional enablers shaped their ability to perceive and change appropriately.

Assured Destruction: Building the Ballistic Missile Culture of the U.S. Air Force documents the rapid development of nuclear ballistic missiles in the United States and their equally swift demise after the Cuban Missile Crisis, revealing how these drastic changes negatively influenced both the Air Force and the missile community. David W. Bath contends that the struggle to create and control nuclear ballistic missiles threatened both the dominance of the United States during an intensifying Cold War and the strategic airpower mission of the newly created Air Force. The book details the strenuous efforts required to create and prepare a missile arsenal before the Cuban Missile Crisis, which occurred only five years after the first missile was declared operational. It uses the personal recollections of former missileers and the professional military education theses they wrote to highlight some of the concerns that have faced the missileers who operated and worked on these powerful weapons from 1957 to the present. The highlight of the book, however, is the personal stories of the missileers who served during the missile crisis, revealing the efforts that they went to in order to prepare these unique and untried weapons for what many thought might become the third world war.

Always at War is the story of Strategic Air Command (SAC) during the early decades of the Cold War. More than a simple history, it describes how an organization dominated by experienced World War II airmen developed a unique culture that thrives to this day. Strategic

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Air Command was created because of the Air Force's internal beliefs, but the organization evolved as it responded to the external environment created by the Cold War. In the aftermath of World War II and the creation of an independent air service, the Air Force formed SAC because of a belief in the military potential of strategic bombing centralized under one commander. As the Cold War intensified, so did SAC's mission. In order to prepare SAC's "warriors" to daily fight an enemy they did not see, as well as to handle the world's most dangerous arsenal, the command, led by General Curtis LeMay, emphasized security, personal responsibility, and competition among the command. Its resources, political influence, and manning grew as did its "culture" until reaching its peak during the Cuban Missile Crisis. SAC became synonymous with the Cold War and its culture forever changed the Air Force as well as those who served.

The United States has the most expensive and seemingly military forces in the world. Yet, since World War II its military success rate has been fairly meager. The Korean War was a draw, Vietnam, Mogadishu, Afghanistan and Iraq were clear losses. Successes include: Iraq in 1991, the Balkans (Croatia and Kosovo), Panama, the initial takedowns of Afghanistan in 2001 and Iraq in 2003, and Libya. Failures have been marked by the introduction of large numbers of conventional American ground troops, while successes have been characterized by the use of airpower, special operations forces, robust intelligence and sensor platforms, and the use of indigenous ground troops. The vital interests of the United States are seldom at stake; instead, the US intervenes to punish aggressors or topple particularly inhumane dictators. As a result, the US and its allies strive to maintain public support, both at home and abroad. One of the

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surest ways to lose this support is to suffer high casualties or, worse, inflict them on the societies we are ostensibly attempting to help. The goal of limiting cost and casualties is hindered by the introduction of large numbers of conventional ground troops—especially in the xenophobic societies of the Middle East. This desire to limit risk and cost, while still achieving definable political goals, results in a quandary. This is not a new problem, and as early as two millennia ago nations sought to achieve these dual and often contradictory goals against enemies with asymmetric strengths. Often, nations rejected taking on a powerful enemy head-to-head; instead, belligerents launched “second front operations”—they moved the war elsewhere to achieve local superiority. Not surprisingly, this strategy was especially appealing to nations possessing powerful navies. Britain, who controlled the seas for several centuries, was especially adept at using this “second front” strategy. Today we find that although second fronts may not be necessary, the reasons for conducting such operations are still with us—the desire to limit risk while achieving measurable goals. For America that means eschewing the use of massive numbers of ground troops to invade and occupy a subject country, but instead using its asymmetric strengths—a combination of airpower, SOF, intelligence and indigenous ground troops to achieve political goals.

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