

ANNOTATED LIST OF READINGS

on

“HOW TO CREATE AN EFFECTIVE FIGHTING ORGANIZATION FROM NOTHING”

ONE: The problem naively posed (e-mail query from Jasmine Race to Jeffrey Race):

<<http://www.jeffreyrace.com/document/isis.txt>>

TWO: The theory posed:

Begin with the irreducible minimum—motivation—the key to understanding which is the “inducement-contribution” theory of organizational development. The classic formulation is

The Functions of the Executive by Chester I. Barnard, first published in 1938.

<http://www.amazon.com/The-Functions-Executive-Anniversary-Edition/dp/0674328035/ref=sr_1_1?ie=UTF8&qid=1413236429&sr=8-1&keywords=chester+i+barnard#customerReviews>

An overview of its significance in this case, from footnote 3 on page 143 of *War Comes to Long An*:

<http://www.jeffreyrace.com/document/page_143.pdf>

An example of a failed inducement to create an effective community:

<AmSocRev> [citation coming]

The best formal exposition of this approach is in Peter Blau’s *Exchange and Power in Social Life*

<http://www.amazon.com/Exchange-Power-Social-Life-Peter/dp/0887386288/ref=sr_1_1?s=books&ie=UTF8&qid=1413237656&sr=1-1&keywords=exchange+and+power+in+social+life#customerReviews>

(Tough going but it will change your understanding of the world around you.)

THREE: The theory applied to issues of contemporary policy relevance:

<http://www.jeffreyrace.com/document/exch_rv1.pdf> (pages 169-183)

This material has been slightly updated as the new Chapter Seven of the second edition (2010) of *War Comes to Long An*:

<<http://www.jeffreyrace.com/document/chapter7.pdf>> (pages 1-11 of this PDF file which appear as pages 277-290 of the 2010 book edition.)

FOUR: The theory expanded with examples of historic relevance. How does one bring about robust, durable behavioral change? How does one create from a poor people a military state that dominates its neighbors for five centuries? How does one create an empire from an indisciplined rabble of constantly fighting tribalists? Here it is--read page 13 first, then go back to the history:

<<http://www.jeffreyrace.com/document/nacc2012.pdf>>

The four principles of organization that ISIS mastered:

- 1 Start with a charismatic leader.
- 2 Motivate volunteers who see opportunity from the espoused movement's activities and offered exchanges for kinds of personal gratification not otherwise available.
- 3 Use the incipient power of this movement (derived from the exchange relationships of the previous stage) to consolidate compliance with the norms of the movement.
- 4 In the next stage the norms of the movement become an "emergent structure" which is coercive upon all within its domain. It becomes coercive both externally and internally because of the simultaneity of expectations.

An example from ISIS:

Ceylan Yeginsu "ISIS Draws a Steady Stream of Recruits" *New York Times* print edition September 16, 2014 p. 1:

<http://www.jeffreyrace.com/annot_1/recruit.pdf>

FIVE: The horrible choices you face if you don't perceive reality as it really is, and fail to think clearly about motivation (Middle East variant):

<http://www.jeffreyrace.com/annot_1/douthat.pdf>

SIX: Bonus: how you avoid making horrendous decisions like what got us into these messes:

"Pathologies of Public Decision-Making and What to Do about Them"

<http://www.jeffreyrace.com/document/ash_0422.pdf>

Initial public presentation at Harvard Kennedy School on April 22, 2013; this work in progress is now being fleshed out for publication.

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