

## Today's Agenda

### Bureaucratic Politics and Organizational Process Models

The governmental politics model

The organizational process model

### The Causal Links to War

Impact of organizational interests on state strategies

Organizations and the distortion of information

Impact of organizational routines on policy rigidity

## For Monday, March 5:

Email me ([ckbutler@unm.edu](mailto:ckbutler@unm.edu))

▸ A question and a quote from the Weeks article

AND

▸ A question and a quote from the Leeds article

## Bureaucratic Politics and Organizational Process Models

The governmental politics model (aka the bureaucratic politics model; Allison's Model III)

Focus on executive branch

Rational but not unitary

Foreign policy determined by:

Who are the key actors

How much power they have

How they define their interests

Advisors, especially cabinet-level ones, have two goals:

Advise on the "national interest"

Advocate the interests of their organization within the government

Discussion Question: Why would cabinet secretaries advocate the interests of their department over that of the national interest? (There are several reasons.)

Variable power and influence

Organizational power

Formal position

Resources of department

Information available through department

Constituent support

Individual power

Political skill

Access to head of government

"foreign policy is the outcome of an internal political process of conflict, bargaining, and consensus building among these different actors." (165)

The organizational process model (Allison's Model II)

Non-unitary and not completely rational

Structure and procedures

Decision-making under standard operating procedures

"which of its pre-existing routines best fits the situation": routine-driven behavior

Incrementalism

Fighting the last war

Satisficing: settling on an "adequate" solution, often one already in the "toolbox"

Factored problems

Breaking a problem down into dimensions, OR

How different departments perceive a problem facing the nation

Potential consequences

Lack of coordination

Lack of policy integration

Discussion Question: How was the 9/11/2001 attack potentially the result of factored problems?

## The Causal Links to War

Impact of organizational interests on state strategies

Military versus diplomatic versus economic influence on foreign policy

Discussion Question: Are military leaders usually the most militaristic decision-makers?

Crisis decision-making versus general policy leading up to crises

Budgets

Manpower

Setting up procedures and doctrines and war plans

Equipment choices

Autonomy

The effect of bureaucratic in-fighting

Sometimes a more peaceful resolution

Delay

Compromise that no one advocated initially

Mixed signals and misperceptions

Organizations and the distortion of information

Overestimation/underestimation for organizational reasons

Politicization of intelligence

Not wanting to forward bad news

Career incentives

"Whistle blowing" not the norm

The effectiveness trap

Deliberate distortion of information

Impact of organizational routines on policy rigidity

Reinforcing existing policies and strategies

Policy momentum

Denying leaders flexibility

Effective crisis management

Executive control of military options

Pauses in military operations

Political-military coordination

[Demonstrating resolve while bargaining]

Executive decisions versus implementation