



Beyond Centralized Control and Decentralized Execution

PHILOSOPHICAL DISSERTATIONS

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The objective of this thesis is to analyze the role of centralized execution in air power doctrine. The issue is in the usage of the word "centralized execution" itself. Nevertheless, analysis showed that the issue was more deeply than merely a shift toward centralized execution. My study demonstrates that the Surroundings Force needs to abandon the terminology in its expert tenet of air flow power. The truth is, history proves that frequently this is not the case. Accurate centralized execution--using technology to literally execute tactical occasions from afar--presents its group of problems. Doctrine must be clarified to remove this confusion. This debate over what some would refer to as "simple semantics" can be grounded in the strategic goals sought when employing surroundings power. The Joint Push Surroundings Component Commander (JFACC) is in charge of employing air capacity to achieve strategic effectiveness. Therefore, the craze toward close control (incorrectly referred to as centralized execution) is due to the desire and ability to control the strategic results created by tactical procedures. It is period for the Air Force to move beyond centralized control and decentralized execution to a deeper knowledge of the contextual factors leading senior leaders to actively involve themselves into tactical functions. Both doctrine and teaching emphasize tactical effectiveness, duping battle fighters into believing that tactical efficiency is critical to strategic efficiency. These terms should certainly describe the amount of control exercised by senior leaders over tactical functions. This term is not clearly described in doctrine and its own sister term, decentralized execution, is incorrectly defined. Future JFACCs will determine the correct level of control required within their circumstance, and operators should not be surprised if the JFACC chooses close control. Air Force leaders seem to fully understand this, but tactical operators usually do not.



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