

# **RISE OF THE FIGHTER GENERALS**

**THE PROBLEM OF  
AIR FORCE LEADERSHIP**

**1945-1982**

**MIKE WORDEN,  
COL, USAF**



# Rise Of The Fighter Generals

**Mike Worden**



## **Rise Of The Fighter Generals:**

*Rise of the Fighter Generals* Mike Worden, 2002-06-01 Colonel Worden relies on oral histories personal interviews military and social histories quantitative data and sociological research to show how fighter generals rose to domination in the Air Force From its inception through the 1960s the Air Force was dominated by bomber pilots Embracing an absolutist perspective bomber pilots struggled to maintain their dominance In the 1960s however they saw their positions of leadership slowly yielding to the experience broader education and pragmatism of fighter pilots This study terminates in 1982 when the leadership changes with the selection of a string of generals with fighter backgrounds as Air Force chiefs of staff **Rise of the Fighter Generals: the Problem of Air Force Leadership, 1945 - 1985** Air University Air University Press, Mike Worden, 2019-07-09 Colonel Worden relies on oral histories personal interviews military and social histories quantitative data and sociological research to show how fighter generals rose to domination in the Air Force From its inception through the 1960s the Air Force was dominated by bomber pilots Embracing an absolutist perspective bomber pilots struggled to maintain their dominance In the 1960s however they saw their positions of leadership slowly yielding to the experience broader education and pragmatism of fighter pilots This study terminates in 1982 when the leadership changes with the selection of a string of generals with fighter backgrounds as Air Force chiefs of staff **Rise of the Fighter Generals** R. Michael Worden, 1998 Colonel Worden relies on oral histories personal interviews military and social histories quantitative data and sociological research to show how fighter generals rose to domination in the Air Force From its inception through the 1960s the Air Force was dominated by bomber pilots Embracing an absolutist perspective bomber pilots struggled to maintain their dominance In the 1960s however they saw their positions of leadership slowly yielding to the experience broader education and pragmatism of fighter pilots This study terminates in 1982 when the leadership changes with the selection of a string of generals with fighter backgrounds as Air Force chiefs of staff Rise of the Fighter Generals - the Problem of Air Force Leadership 1945-1982 Mike Worden, 2012-08-01 Numerous studies have focused on American air power particularly since it became a dominant force in modern warfare Yet only a handful of these studies have offered a critical evaluation of air leadership and even fewer have shown a concern for the institutional dynamics that shape air leadership Therefore at least one study needs to ask Who are the air leaders and where have they come from This analysis focuses on the career specialty of Air Force general officers who served between 1953 and 1973 It indicates the clear dominance by rated or flying officers mainly pilots and a few navigators within Air Force leadership The issue here is not whether pilots should dominate the Air Force the fact is they do Rather a more interesting phenomenon is that persons who sit on top of the world s most powerful air force are almost exclusively fighter pilots yet their institution and its doctrine were created before World War II by bomber pilots *Rise of the Fighter Generals* U. S. Military, U. S. Air Force (USAF), Department of Defense (DoD), 2017-11-18 Numerous studies have focused on American airpower particularly since it became a dominant force in

modern warfare Yet only a handful of these studies have offered a critical evaluation of air leadership and even fewer have shown a concern for the institutional dynamics that shape air leadership Therefore at least one study needs to ask Who are the air leaders and where have they come from This analysis focuses on the career specialty of Air Force general officers who served between 1953 and 1973 It indicates the clear dominance by rated or flying officers mainly pilots and a few navigators within Air Force leadership The issue here is not whether pilots should dominate the Air Force the fact is they do Rather a more interesting phenomenon is that persons who sit on top of the world s most powerful air force are almost exclusively fighter pilots yet their institution and its doctrine were created before World War II by bomber pilots This reality has caused some recent concern within the Air Force Many nonfighter pilots seem concerned about their prospects for success within the institution In August 1991 a popular underground brown paper titled TAC uncizing the Air Force The Emerging Vision of the Future was circulated around the air staff and the Air Force This satirical essay about the dominant fighter culture concluded that first manly men fighter pilots must dominate Headquarters USAF Second they must command all Air Force major commands Last USAF must have a wing structure favoring fighter units which will grow and nurture the future leaders of the Air Force The brown paper s popularity sparked a sequel by the same anonymous author in August 1992 titled ACC Air Combat Command Back to the Future The Second Coming of the Manly Man In sum the literature in Air Force newspapers and journals indicates this cultural issue still concerns many within the institution Chapter 1 Formative Years in Total War Chapter 2 Marketing A Vision 1945 53 Chapter 3 Curtis E LeMay and the Rise of the Strategic Air Command 1948 57 Chapter 4 The Apogee of Strategic Air Command and the Missile Challenge 1961 62 Chapter 5 Flexible Response and the Ossification of the Senior Absolutists 1963 65 Chapter 6 Absolutists and the Frustration of Airpower in Vietnam 1964 69 Chapter 7 The Vindication of Airpower and the Rise of the Fighter Community 1965 72 Chapter 8 Changing of the Guard The Rise of the Fighter Generals 1973 82 Chapter 9 Conclusion Appendix A Backgrounds of Air Force Senior Leaders 1960 Appendix B Backgrounds of Air Force Senior Leaders 1975 Appendix C Backgrounds of Air Force Senior Leaders 1982 Appendix D Backgrounds of Air Force Senior Leaders 1990 Bibliography     The Rise of Air Mobility and Its Generals Laura L. Lenderman, 2011-09-16 Mobility forces dominate air operations in the post Cold War era at least statistically Colonel Lenderman examines this trend and     **Rise of the Fighter Generals** R. Michael Worden, 1998 Numerous studies have focused on American airpower particularly since it became a dominant force in modern warfare Yet only a handful of these studies have offered a critical evaluation of air leadership and even fewer have shown a concern for the institutional dynamics that shape air leadership Therefore at least one study needs to ask Who are the air leaders and where have they come from This analysis focuses on the career specialty of Air Force general officers who served between 1953 and 1973 It indicates the clear dominance by rated or flying officers mainly pilots and a few navigators within Air Force leadership The issue here is not whether pilots should dominate the Air Force the fact is they do Rather a more interesting phenomenon is

that persons who sit on top of the world's most powerful air force are almost exclusively fighter pilots yet their institution and its doctrine were created before World War II by bomber pilots

*The Vietnam Era and the Rise of the Fighter Generals* R. Michael Worden, Army War College (U.S.), 1993 The author has addressed both internal institutional dynamics and external influences on the selection of senior Air Force leaders Assuming that the careers attitudes and actions of generals would illuminate Air Force perspectives and policies he constructed a detailed spreadsheet that traced the career paths and experiences of all 232 four star generals in Air Force history This process revealed a revolution in leadership between 1965 and 1982 uncovering trends in the grooming promoting and assigning of Air Force leaders over time Institutional statistics correlated

**Rise of the Fighters** T.J. Fresso, 2012-04-18 December 7th 1942 Over 300 Japanese warplanes destroy the Pacific fleet in Pearl Harbor A day that will live in infamy With those words President Roosevelt declares war on the Axis powers during WWII On that fateful day 2 Army soldiers 1 sailor cook and a Hollywood actress lives are forever dramatically changed Ravaged during the initial onslaught they are reborn by mythology science intestinal fortitude As the Nazis Japanese pillage the world The Fighters train The time has come and their baptism of fire shall be in North Africa But the Germans are waiting with specials of their own Most of which aren't quite human

Rise of the Fighter Generals, The Problem of Air Force Leadership, 1945-1982, March 1998, 1998\*

**The Vietnam Era and the Rise of the Fighter Generals** R. Michael Worden, 1993 The author has addressed both internal institutional dynamics and external influences on the selection of senior Air Force leaders Assuming that the careers attitudes and actions of generals would illuminate Air Force perspectives and policies he constructed a detailed spreadsheet that traced the career paths and experiences of all 232 four star generals in Air Force history This process revealed a revolution in leadership between 1965 and 1982 uncovering trends in the grooming promoting and assigning of Air Force leaders over time Institutional statistics correlated

*The Day We Lost the H-Bomb* Barbara Moran, 2009-04-28 In *The Day We Lost the H Bomb* science writer Barbara Moran marshals a wealth of new information and recently declassified material to give the definitive account of the Cold War's biggest nuclear weapons disaster On January 17 1966 a U S Air Force B 52 bomber exploded over the sleepy Spanish farming village of Palomares during a routine airborne refueling The explosion killed seven airmen and scattered the bomber's payload four unarmed thermonuclear bombs across miles of coastline Three of the rogue H bombs were recovered quickly Tracking down the fourth required the largest search and salvage operation in U S military history Moran traces the roots of the Palomares incident giving a brief yet in depth history of the Strategic Air Command and its eccentric larger than life commander General Curtis LeMay whose massive deterrence strategy kept armed U S bombers aloft at all times Back on the ground Moran recounts the myriad social and environmental effects of an accident that spread radioactive debris over hundreds of acres of Spanish farmland alarmed America's strategic allies and damaged Spanish American diplomatic relations As the American military floundered in its attempt to keep the story secret the events in Spain sometimes took on farcical overtones Constant global

media hype was fueled by the hit James Bond movie Thunderball with its plot about an atomic weapon lost at sea In addition there were the unwanted attentions of a rusty hulled Soviet surveillance ship and even awkward public relations stunts complete with American diplomats in swim trunks The Day We Lost the H Bomb is a singular work of military history that effortlessly and dramatically captures Cold War hysteria high stakes negotiations and the race to clean up a disaster of unprecedented scope At once epic and intimate this book recounts in stunning detail the fragile peace Americans had made with nuclear weapons and how the specter of imminent doom forced the United States to consider not only what had happened over Palomares but what could have happened This forgotten chapter of Cold War history will grip readers with the tension of that time and reawaken the fears and hopes of that dangerous era **AU Press, Your Air and Space Power Publisher, 2003** ,2003 **To Rule the Skies** Brent D Ziarnick,2021-02-15 To Rule the Skies General Thomas S Power and the Rise of Strategic Air Command in the Cold War fills a critical gap in Cold War and Air Force history by telling the story of General Thomas S Power for the first time Thomas Power was second only to Curtis LeMay in forming the Strategic Air Command SAC one of the premier combat organizations of the twentieth century but he is rarely mentioned today What little is written about Power describes him as LeMay s willing hatchet man uneducated unimaginative autocratic and sadistic Based on extensive archival research General Power seeks to overturn this appraisal Brent D Ziarnick covers the span of both Power s personal and professional life and challenges many of the myths of conventional knowledge about him Denied college because his middle class immigrant family imploded while he was still in school Power worked in New York City construction while studying for the Flying Cadet examination at night in the New York Public Library As a young pilot Power participated in some of the Army Air Corps most storied operations In the interwar years his family connections allowed Power to interact with American Wall Street millionaires and the British aristocracy Confined to training combat aircrews in the United States for most of World War II Power proved his combat leadership as a bombing wing commander by planning and leading the firebombing of Tokyo for Gen Curtis LeMay After the war Power helped LeMay transform the Air Force into the aerospace force America needed during the Cold War A master of strategic air warfare he aided in establishing SAC as the Free World s Big Stick against Soviet aggression Far from being unimaginative Power led the incorporation of the nuclear weapon the intercontinental ballistic missile the airborne alert and the Single Integrated Operational Plan into America s deterrent posture as Air Research and Development Command commander and both the vice commander and commander in chief of SAC Most importantly Power led SAC through the Cuban Missile Crisis in 1962 Even after retirement Power as a New York Times bestselling author brought his message of deterrence through strength to the nation Ziarnick points out how Power s impact may continue in the future Power s peerless but suppressed vision of the Air Force and the nation in space is recounted in detail placing Power firmly as a forgotten space visionary and role model for both the Air Force and the new Space Force To Rule the Skies is an important contribution to the history of the Cold War and beyond

*Strategic Review*, 1998 dedicated to the advancement and understanding of those principles and practices military and political which serve the vital security interests of the United States Military Affairs Catalog United States.

Superintendent of Documents, 2000 **The Evolution of the US Air Force** Israel Guy, 2024-08-05 This book looks at the history of the US Air Force through the lens of its lack of preparedness for major wars which is shown to be a result of its organizational culture The U S Air Force is probably the most powerful military force in history both in its destructive firepower and in its ability to project it globally Yet despite its unparalleled power the Air Force entered its first three pivotal conflicts World War II the Korean War and the Vietnam War unprepared But surprisingly it was remarkably well prepared for its fourth major war the Gulf War of 1991 Could there be an underlying trait or characteristic which influenced the Air Force between the wars that historically caused the US Air Force to be unprepared for war or prepared for the wrong type of war Surprisingly there is such a factor which was quite prominent in the Air Force s complex identity its organizational culture Besides providing a historical description of the Air Force this book demonstrates clearly how its organizational culture evolved and how it caused the US Air Force to be prepared for the wrong war It also shows that when the organizational culture changed the Air Force changed its focus and arrived prepared for the following war the 1991 Gulf War This book will be of interest to students of air power strategic studies US public policy and security studies in general *Shaping U.S. Military Forces for the Asia-Pacific* Michael R. Kraig, 2014-06-04 The first twenty years of post Cold War US defense and diplomatic policies toward Asia have looked a good deal like the previous 50 namely continued deterrence based upon overwhelming offensive military predominance In East Asia all powers harbor common and divergent interests based on fragmented nationalist identities and complex economic interdependence In this multipolar Asian system new Chinese military capabilities could support both the wish to secure its own interests as well as a more expansive vision for regional leadership which might harbor a destabilizing geopolitical agenda How the United States addresses this reality via military procurements and employment concepts for the Asian theater could either detract from or enhance crisis stability The US defense establishment must reorient its force posture to save money manage conflicts of interest and prevent future interstate crises This analysis provides a framework for how the United States should ideally structure and use military power so as to best support the diplomatic resolution of conflicting interests without resorting to full scale warfare It also critiques the usual Western military focus on offensive strategic predominance in force postures itself often fuelled by the unrealistic pursuit of the opponent s complete submission via victory in decisive battles *Assured Destruction* David Bath, 2020-03-15 *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.

**Command and Control** Eric Schlosser, 2014-08-26

The Oscar shortlisted documentary *Command and Control* directed by Robert Kenner finds its origins in Eric Schlosser's book and continues to explore the little known history of the management and safety concerns of America's nuclear arsenal. A devastatingly lucid and detailed new history of nuclear weapons in the U.S. Fascinating. Lev Grossman, TIME Magazine. Perilous and gripping. Schlosser skillfully weaves together an engrossing account of both the science and the politics of nuclear weapons safety. San Francisco Chronicle. A myth shattering exposé of America's nuclear weapons. Famed investigative journalist Eric Schlosser digs deep to uncover secrets about the management of America's nuclear arsenal. A groundbreaking account of accidents, near misses, extraordinary heroism and technological breakthroughs. *Command and Control* explores the dilemma that has existed since the dawn of the nuclear age: How do you deploy weapons of mass destruction without being destroyed by them? That question has never been resolved and Schlosser reveals how the combination of human fallibility and technological complexity still poses a grave risk to mankind. While the harms of global warming increasingly dominate the news, the equally dangerous yet more immediate threat of nuclear weapons has been largely forgotten. Written with the vibrancy of a first-rate thriller, *Command and Control* interweaves the minute-by-minute story of an accident at a nuclear missile silo in rural Arkansas with a historical narrative that spans more than fifty years. It depicts the urgent effort by American scientists, policy makers and military officers to ensure that nuclear weapons can't be stolen, sabotaged, used without permission or detonated inadvertently. Schlosser also looks at the Cold War from a new perspective, offering history from the ground up, telling the stories of bomber pilots, missile commanders, maintenance crews and other ordinary servicemen who risked their lives to avert a nuclear holocaust. At the heart of the book lies the struggle amid the rolling hills and small farms of Damascus, Arkansas, to prevent the explosion of a ballistic missile carrying the most powerful nuclear warhead ever built by the United States. Drawing on recently declassified documents and interviews with people who designed and routinely handled nuclear weapons, *Command and Control* takes readers into a terrifying but fascinating world that until now has been largely hidden from view. Through the details of a single accident, Schlosser illustrates how an unlikely event can become unavoidable, how small risks can have terrible consequences and how the most brilliant minds in the nation can only provide us with an illusion of control. Audacious, gripping and unforgettable. *Command*

and Control is a tour de force of investigative journalism an eye opening look at the dangers of America s nuclear age

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