

## Alliance For And Alliance For

The maintenance and management of the NATO alliance is a delicate balancing act between responding to security threats and navigating the bargaining positions of the member states. This book highlights how the alliance managed to maintain that balance in an area critical to its operations today around the world - changing its Cold War-era doctrine and structures. Based on his findings, John Deni debates whether the NATO alliance ought to be considered by policy makers to be a political organization first and a military one second. Providing new empirical data valuable to our understanding of NATO's post-Cold War evolution, the book offers a unique perspective on alliance management and maintenance. It sheds light on the continuing debate surrounding NATO's role in security, how the alliance will fight and whether NATO is properly structured to continue providing security for its member states.

The US-Japan alliance has contributed significantly towards the development of the Japanese security strategy. *The Evolution of the US-Japan Alliance* explores developments in the alliance between the US and Japan and analyzes the transformation of the Japanese security strategy from 1960 to 2013. It also describes the rise and the decline of Japanese pacifism and of the Yoshida Doctrine, the post war security strategy. Moreover, this book highlights how the end of the Cold War forced Japan to rethink its security strategy and post war pacifism. Japan has abandoned its identity of "peaceful nation", turning itself into a "normal national", drawing closer to the United States. Provides readers with a theoretical framework through which they can make sense of the evolutions of the US-Japan alliance and the evolution of the Japanese security strategy throughout post war history. Provides a comprehensive overview of the shifts in the Japanese security strategies and in the American foreign and security policies in the Asia Pacific region. Makes extensive use of primary sources. Addresses main debates on security alliances and security strategies. Incorporates the latest events such as the American Pivot to Asia.

Business practices in Japan inspire fierce and even acrimonious debate, especially when they are compared to American practices. This book attempts to explain the remarkable economic success of Japan in the postwar period—a success it is crucial for us to understand in a time marked by controversial trade imbalances and concerns over competitive industrial performance. Gerlach focuses on what he calls the intercorporate alliance, the innovative and increasingly pervasive practice of bringing together a cluster of affiliated companies that extends across a broad range of markets. The best known of these alliances are the keiretsu, or enterprise groups, which include both diversified families of firms located around major banks and trading companies and vertical families of suppliers and distributors linked to prominent manufacturers in the automobile, electronics, and other industries. In providing a key link between isolated local firms and extended international markets, the intercorporate alliance has had profound effects on the industrial and social organization of Japanese businesses. Gerlach casts his net widely. He not only provides a rigorous analysis of intercorporate capitalism in Japan, making useful distinctions between Japanese and American practices, but he also develops a broad theoretical context for understanding Japan's business networks. Addressing economists, sociologists, and other social scientists, he argues that the intercorporate alliance is as much a result of overlapping political, economic, and social forces as are such traditional Western economic institutions as the public corporation and the stock market. Most compellingly, *Alliance Capitalism* raises important questions about the best method of exchange in any economy. It identifies situations where cooperation among companies is an effective way of channeling corporate activities in a world marked by complexity and rapid change, and considers in detail alternatives to hostile takeovers and other characteristic features of American capitalism. The book also points to the broader challenges facing Japan and its trading partners as they seek to coordinate their distinctive forms of

economic organization.

Born from necessity, the North Atlantic Treaty Organization (NATO) has always seemed on the verge of collapse. Even now, some seventy years after its inception, some consider its foundation uncertain and its structure weak. At this moment of incipient strategic crisis, Timothy A. Sayle offers a sweeping history of the most critical alliance in the post-World War II era. In *Enduring Alliance*, Sayle recounts how the western European powers, along with the United States and Canada, developed a treaty to prevent encroachments by the Soviet Union and to serve as a first defense in any future military conflict. As the growing and unruly hodgepodge of countries, councils, commands, and committees inflated NATO during the Cold War, Sayle shows that the work of executive leaders, high-level diplomats, and institutional functionaries within NATO kept the alliance alive and strong in the face of changing administrations, various crises, and the flux of geopolitical maneuverings. Resilience and flexibility have been the true hallmarks of NATO. As *Enduring Alliance* deftly shows, the history of NATO is organized around the balance of power, preponderant military forces, and plans for nuclear war. But it is also the history riven by generational change, the introduction of new approaches to conceiving international affairs, and the difficulty of diplomacy for democracies. As NATO celebrates its seventieth anniversary, the alliance once again faces challenges to its very existence even as it maintains its place firmly at the center of western hemisphere and global affairs.

"An excellent book. . . . [It] provides a unique picture of the processes of globalist institution transformation in a crucial, less developed country."—John Willoughby, American University  
Makes the case for systems thinking in an easily accessible form for a broad interdisciplinary audience, including health system stewards, programme implementers, researchers, evaluators, and funding partners.

Since 2013, the US-led alliance triangle with Japan and South Korea has defied expectations. Drawing together articles commissioned from leading experts in all three countries by the online journal *The Asan Forum*, this book reconsiders what we thought we knew about the three legs of this triangle. Varied chapters cover the US-South Korea alliance at 60 years, Japan-South Korea relations under stress, Japan's national security policy, US relations with both allies, and Japanese and Korean national identities. A picture emerges of two strong US alliances increasingly at odds with each other, and of Japan-South Korea relations newly troubled not only by intensifying national identities but also by divergent strategic calculations. This volume shows how vital this triangle is to understanding US policy in Asia by bringing to light the dynamics of triangularity in the shadow of China's rise and the North Korean threat. Some of the most brutal and long-lasting civil wars of our time involve the rapid formation and disintegration of alliances among warring groups, as well as fractionalization within them. It would be natural to suppose that warring groups form alliances based on shared identity considerations - such as Christian groups allying with Christian groups - but this is not what we see. Two groups that identify themselves as bitter foes one day, on the basis of some identity narrative, might be allies the next day and vice versa. Nor is any group, however homogeneous, safe from internal fractionalization. Rather, looking closely at the civil wars in Afghanistan and Bosnia and testing against the broader universe of fifty-three cases of multiparty civil wars, Fotini Christia finds that the relative power distribution between and within various warring groups is the primary driving force behind alliance formation, alliance changes, group splits and internal group takeovers.

In the seventeenth and eighteenth centuries, French colonists and their Native allies participated in a slave trade that spanned half of North America, carrying thousands of Native Americans into bondage in the Great Lakes, Canada, and the Caribbean. In *Bonds of Alliance*, Brett Rushforth reveals the dynamics of this

system from its origins to the end of French colonial rule. Balancing a vast geographic and chronological scope with careful attention to the lives of enslaved individuals, this book gives voice to those who lived through the ordeal of slavery and, along the way, shaped French and Native societies. Rather than telling a simple story of colonial domination and Native victimization, Rushforth argues that Indian slavery in New France emerged at the nexus of two very different forms of slavery: one indigenous to North America and the other rooted in the Atlantic world. The alliances that bound French and Natives together forced a century-long negotiation over the nature of slavery and its place in early American society. Neither fully Indian nor entirely French, slavery in New France drew upon and transformed indigenous and Atlantic cultures in complex and surprising ways. Based on thousands of French and Algonquian-language manuscripts archived in Canada, France, the United States and the Caribbean, *Bonds of Alliance* bridges the divide between continental and Atlantic approaches to early American history. By discovering unexpected connections between distant peoples and places, Rushforth sheds new light on a wide range of subjects, including intercultural diplomacy, colonial law, gender and sexuality, and the history of race.

coalition-building efforts.

The New York Times Bestselling guide for managers and executives. Introducing the new, realistic loyalty pact between employer and employee. The employer-employee relationship is broken, and managers face a seemingly impossible dilemma: the old model of guaranteed long-term employment no longer works in a business environment defined by continuous change, but neither does a system in which every employee acts like a free agent. The solution? Stop thinking of employees as either family or as free agents. Think of them instead as allies. As a manager you want your employees to help transform the company for the future. And your employees want the company to help transform their careers for the long term. But this win-win scenario will happen only if both sides trust each other enough to commit to mutual investment and mutual benefit. Sadly, trust in the business world is hovering at an all-time low. We can rebuild that lost trust with straight talk that recognizes the realities of the modern economy. So, paradoxically, the alliance begins with managers acknowledging that great employees might leave the company, and with employees being honest about their own career aspirations. By putting this new alliance at the heart of your talent management strategy, you'll not only bring back trust, you'll be able to recruit and retain the entrepreneurial individuals you need to adapt to a fast-changing world. These individuals, flexible, creative, and with a bias toward action, thrive when they're on a specific "tour of duty"—when they have a mission that's mutually beneficial to employee and company that can be completed in a realistic period of time. Coauthored by the founder of LinkedIn, this bold but practical guide for managers and executives will give you the tools you need to recruit, manage, and retain the kind of employees who will make

your company thrive in today's world of constant innovation and fast-paced change.

More than we ever anticipated, alliances among firms are changing the way business is conducted, particularly in the global, high-technology sector. The reasons are clear: companies must increasingly pool their capabilities to succeed in ever more complex and rapidly changing businesses. But the consequences for managers and for the economy have so far been underestimated. In this new book, Benjamin Gomes-Casseres presents the first in-depth account of the new world of business alliances and shows how collaboration has become part of the very fabric of modern competition. Alliances, he argues, create new units of competition that do battle with one another and with traditional single firms. The flexible capabilities of these multi-firm constellations give them advantages over single firms in certain contexts, offsetting the advantage of a single firm's unified control. When managed effectively, alliances can strengthen a firm's competitive advantage and narrow the gap between leading firms and second-tier players. This often results in intensified rivalry, and the competition within an industry is transformed. Alliances often spread swiftly through an industry as firms jockey for advantage. Yet the very spread of alliances increases their costs and poses new limits on their use. Gomes-Casseres concludes that firms need to manage their constellations to enhance collaboration within their groups, while raising what he calls "barriers to collaboration" for rivals. These ideas are developed and illustrated through original case studies of alliances among U.S., Japanese, and European firms in electronics and computers, including Xerox, IBM, and Fujitsu as well as other small and large companies. The book should be of interest to business academics, managers, and general readers concerned with contemporary capitalism.

Windy Dryden's pluralistic approach to coaching informs this uniquely straightforward guide to the coaching alliance. Drawing on examples from Dryden's own practice, the book explores the four specific domains of the alliance: bonds, views, objectives/goals, and tasks. Dryden explains how these domains are inter-related, and how all four have an impact on the collaborative, negotiated relationship between coach and coachee. The Coaching Alliance is a clearly written, accessible guide, with one chapter dedicated to each of the four domains. It examines each domain at different stages in the coaching process and includes key points and questions for coaches to consider in sessions with clients. By taking an alliance perspective on coaching, the coach is encouraged to think clearly and constructively about building a working relationship with their coachee, clarifying views, setting goals and completing tasks. Including a wealth of practical information, this concise book will be essential for anyone working with clients in a coaching capacity.

Glenn H. Snyder creates a theory of alliances by deductive reasoning about the international system, by integrating ideas from neorealism, coalition formation, bargaining, and game theory, and by empirical generalization from international history. Using cases from 1879 to 1914 to present a theory of alliance formation and management in a multipolar international system, he focuses particularly on three

cases--Austria-Germany, Austria-Germany-Russia, and France-Russia--and examines twenty-two episodes of intra-alliance bargaining. Snyder develops the concept of the alliance security dilemma as a vehicle for examining influence relations between allies. He draws parallels between alliance and adversary bargaining and shows how the two intersect. He assesses the role of alliance norms and the interplay of concerts and alliances. His great achievement in *Alliance Politics* is to have crafted definitive scholarly insights in a way that is useful and interesting not only to the specialist in security affairs but also to any reasonably informed person trying to understand world affairs.

Following the launch of Sputnik, the North Atlantic Treaty Organization became a prominent sponsor of scientific research in its member countries, a role it retained until the end of the Cold War. As NATO marks sixty years since the establishment of its Science Committee, the main organizational force promoting its science programs, *Greening the Alliance* is the first book to chart NATO's scientific patronage—and the motivations behind it—from the organization's early days to the dawn of the twenty-first century. Drawing on previously unseen documents from NATO's own archives, Simone Turchetti reveals how its investments were rooted in the alliance's defense and surveillance needs, needs that led it to establish a program prioritizing environmental studies. A long-overlooked and effective diplomacy exercise, NATO's "greening" at one point constituted the organization's chief conduit for negotiating problematic relations between allies. But while *Greening the Alliance* explores this surprising coevolution of environmental monitoring and surveillance, tales of science advisers issuing instructions to bomb oil spills with napalm or Dr. Strangelove-like experts eager to divert the path of hurricanes with atomic weapons make it clear: the coexistence of these forces has not always been harmonious. Reflecting on this rich, complicated legacy in light of contemporary global challenges like climate change, Turchetti offers both an eye-opening history of international politics and environmental studies and a thoughtful assessment of NATO's future.

Could the 38th Parallel the last remaining Cold War frontier collapse as did the Berlin Wall? Many observers believe that significant change between North and South Korea is only a matter of time and that Korean unification -whether it occurs abruptly or over time is all but certain. In that event, the United States and the Republic of Korea will have to reexamine the longer-term basis of their alliance and the need for continued security cooperation. *A New Alliance for the Next Century* seeks to contribute to the reexamination of the U.S.-ROK security relationship. In this collaborative effort of RAND and the Korea Institute of Defense Analyses the two research teams intensively review the past history and present status of the U.S.-ROK alliance and assess the alliance, s future development in light of regional and local challenges. The authors identify range of outcomes based on alternative models of the future U.S.-ROK security relationship and offer a framework for evaluating the suitability, feasibility and flexibility of their security-planning alternatives. Both research teams believe that the potential for a post -unification alliance clearly exists, but that such an alliance, and the strategic planning it entails, need to be managed effectively by the political and military leaderships of the United States and the Republic of Korea. Looking beyond present realities is more important now than at any time in the history of the alliance, and the process of planning for the future must begin now.

Drawn from best practices, this casebook provides a practical road map and real-life

case studies to help students develop the necessary skills to design, negotiate, and manage domestic and international alliances. Editors Jean-Louis Schaan and Micheál J. Kelly have organized this book around the four major phases in the alliance formation and management process—strategic rationale, partner selection, negotiation, and implementation.

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