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# How To Shift Tacoma Manual

**Yi-Tong Ma**



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eras 1779 1904 when guidelines were compiled by single authors or a board of officers in tactical drill manuals 1905 1944 when the Root Reforms fixed doctrinal responsibility with the General Staff 1944 1962 the era of multiservice doctrine and beginning in 1962 coalition warfare with its emphasis on interagency cooperation He reveals that doctrine has played a significant role in the Army's performance throughout its history although not always to its advantage as it has often failed to anticipate accurately the nature of the next war and still continues to be locked in a debate between advocates of conventional warfare and those who emphasize counterinsurgency approaches Each chapter presents individuals who helped define and articulate Army doctrine during each period of its history including George Washington and Baron von Steuben in the eighteenth century Emory Upton and Arthur Wagner in the nineteenth and Elihu Root and William DePuy in the twentieth Each identifies the first principles set down in manuals covering such topics as tactics operations and strategy size organization and distribution of forces and the promise and challenges of technological innovation Each also presents specific cases that analyze how effectively the Army actually applied a particular era's doctrine Doctrine remains the basis of instruction in the Army school system ensuring that all officers and enlisted soldiers share a common intellectual framework This book elucidates that framework for the first time **Moody's Manual of Investments: American and Foreign**, 1923

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