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~~by Graham Allison,~~

~~Philip Zelikow~~

~~Graham Allison on~~

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Decision. Allison  
originally published  
the book in 1971. In  
1999, because of new  
materials available, he  
rewrote the bo

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in Essence of  
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through three

different lenses, that  
is, The Rational Actor  
Paradigm,

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and Governmental

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each of which is

based on a different

set of assumptions,

each of which has a

distinct bundle of

organizing concepts

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and, each of which  
brings different  
general/specific  
propositions for the  
issue under question.

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Graham Allison and  
Philip

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Zelikow examines the momentous Cuban Missile Crisis, which was one of the most successful acts of diplomacy during the Cold War. Allison and Zelikow explore through three different 'conceptual lenses' accommodating the reader to look further into common



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methods of foreign  
policy analysis.

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comments on Graham  
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book, Essence of  
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Crisis, a classic that  
occupies an  
important place in

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Disciplines ranging from political science and public administration to international relations and business studies.

Allison offers a critical analysis of governmental decision-making during the Cuban missile crisis, one of the most challenging crises of the Cold

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War, through three  
conceptual lenses:  
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Crisis

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Essence of Decision

- Title comes from a JFK speech: "The essence of ultimate decision remains

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impenetrable to the observer - often, indeed, to the decider himself. " • Allison takes up this challenge. • Allison adopts a case study approach with a broad (claimed) domain of applicability • This original case is the Cuban Missile Crisis

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Crisis helps us  
understand US ' s  
decision-making  
throughout the  
thirteen days by  
allowing us to look  
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Decision. The three models shown throughout the book can be used to help understand policies at any level, from domestic to foreign.

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Decision, by political scientist Graham T. Allison, of the Cuban Missile Crisis. Allison used the crisis as a case study for future studies into governmental decision-making.

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was written in 1971  
and attempted to  
formulate a theory of  
international political

decision-making

using public policy

decision-making

theory. In general,

this is a great idea.

However, Allison uses

the wrong case study

to support it. The

Cuban Missile Crisis

is not an example of



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bureaucratic decision-making.

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