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Allison and Zelikow, in *Essence of Decision*, explain the Cuban missile crisis through three different lenses, that is, The Rational Actor Paradigm, Organizational Behavior Paradigm and Governmental Politics Paradigm, each of which is based on a different set of assumptions, each of which has a

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

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"Explaining The Cuban Missile Crisis", by Graham Allison and Philip 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

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further into common methods of  
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This chapter comments on Graham  
Allison's 1971 book, *Essence of  
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important place in 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 War,

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through three conceptual lenses:  
rational actor, organizational ...

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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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Graham and Zelikow's *Essence of Decision: Explaining the Cuban Missile Crisis* helps us understand US's decision-making throughout the thirteen days by allowing us to look through three distinctive conceptual models. The three models shown

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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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Essence of Decision 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

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of bureaucratic decision-making.

## Missile Crisis

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Reading "Essence of Decision"  
resonates with Kurosawa, or maybe  
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history, the moment when the Soviet Union and the United States "came eyeball to eyeball" (as Dean Rusk is said to have said) before someone blinked.

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By Graham T. Allison. (Boston: Little,  
Brown, 1971. xii + 338 pp. Table,  
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