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T. Allison, of the 1962
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Allison used the crisis as a case study for future studies into governmental decision-making. The book became the founding study of the John F. Kennedy School

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of Government, and in doing so revolutionized the field of international relations. Allison originally published the book in 1971. In 1999, because of new materials available, he rewrote the bo

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War. Allison and Zelikow explore through three different 'conceptual lenses' accommodating the reader to look further into common methods of foreign policy analysis.

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Missile Crisis

This chapter comments on
Graham Allison's 1971 book,
Essence of Decision:
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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

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comes from a JFK speech:

"The essence of ultimate
decision remains
impenetrable to the observer
- often, indeed, to the
decider himself. " • Allison

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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

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distinctive conceptual models. 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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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.

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However, Allison uses the wrong case study to support it. The Cuban Missile Crisis is not an example of bureaucratic decision-making.

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Reading "Essence of Decision" resonates with Kurosawa, or maybe Stoppard. We have a central story - one of the great non-events in human history, the moment

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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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David F. Long; Essence of Decision: Explaining the Cuban Missile Crisis. By Graham T. Allison. (Boston: Little, Brown, 1971. xii + 338 pp. Table, notes, and ind

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