

<https://www.usni.org/magazines/proceedings/2001/june/commentary-dods-tail-wagging-dog>

**U.S. Naval Institute**

**Commentary: DoD's Tail Is Wagging the Dog**

**By William J. Toti**

**June 2001 Proceedings Vol. 127/6/1,180**

“.....whenever a conflict emerges between career Pentagon bureaucrats and the uniformed military, the bureaucrats almost always win. They might not win quickly, and the win might not be pretty, but eventually they will prevail.

You see, inside the five-sided wind tunnel, the tail (supporting infrastructure) is smarter than the dog (the warfighting forces). This reality is driven by a single structural defect in Pentagon administration: defense agencies work more-or-less directly for the Secretary of Defense, while the war fighters are run by officials who are layers down. Using our Wag the Dog conceit, the tail is attached directly to the brain.”

<https://www.linkedin.com/pulse/tail-wags-dog-vikram-karve/>

## **Tail Wags the Dog**

**By Vikram Karve**

**October 5, 2021**

### **SHORE BASED MOGUL versus MAN AT SEA**

- **Indian Military Forces - Navy**

*“...Without realizing how it had come about – the combat men in the squadron discovered themselves dominated by the administrators appointed to serve them. They were bullied, insulted, harassed and shoved about all day long by one after the other...”*

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If you are serving in uniform or are a Military Veteran – a **“fauji”** – I am sure you have observed this funny phenomenon.

Those who are meant to serve you – they turn the tables on you – and soon – they start dominating over you.

Civilian Organizations which were meant to serve the Armed Forces (Army, Navy, Air Force) – these Civilians have actually started dominating over the Uniformed Defense Forces.

If you have served in uniform – you may have experienced how support organizations like the CDA, MES, DRDO, DGQA, Civilian Staffed Administrative/Secretarial Services etc – who are meant to serve you – they actually boss over you – and make you run from pillar to post.

Even within the Army – the “Services” push around the “Arms”.

The “non-combatant” Medical Officers (Doctors) are supreme – since they can use the “weapon” of “medical category” to make even the

most redoubtable combat officer tremble – and bring his ambitions crashing down.

“Staff Officers” dominate “Line Officers”.

“Defense Civilians” overshadow the uniformed Military Personnel they are supposed to support.

In the Navy – “Shore Based Moguls” boss over the “Man at Sea” slogging it out onboard warships and submarines.

It is not akin to the tail wagging the dog...?

<https://www.linkedin.com/pulse/tail-wagging-dog-julien-de-salaberry/>

## **Is The Tail Wagging the Dog?**

**By Julien de Salaberry**

**July 31, 2023**

### **Procurement's Grip on Corporate Governance**

In the ever-evolving landscape of corporate governance, a concerning trend has emerged where the tail seems to be wagging the dog.

In this analogy, the "tail" represents the procurement function, while the "dog" symbolizes the core business operations of a company.

Traditionally, businesses have been enabled by their operational departments, allowing innovation, growth, and customer-centric strategies to thrive. However, an increasing number of organizations are experiencing a shift, with procurement gaining unprecedented control over decision-making processes.

This blog explores the implications of this shift and its potential impact on the corporate world.

<https://www.forbes.com/sites/forbesnonprofitcouncil/2018/09/18/dont-let-the-tail-wag-the-dog-how-to-take-back-control-of-your-organization/?sh=5b6e3dcd25df>

**Forbes Magazine - LEADERSHIP**

## **Don't Let The Tail Wag The Dog: How To Take Back Control Of Your Organization**

**By Aaron Alejandro**

**September 18, 2018**

"The tail wags the dog," is an expression that refers to a situation where a minor or secondary part of something (the tail) is controlling or dominating the whole or main part (the dog). Nonprofit organizations that try to be all things to all people may end up being spread thin while trying to keep up with all the wagging tails.

Leadership must have a clear vision, expectation and accountability of strategies and outcomes. Great organizational culture can be disrupted when leaders fail to lead and allow the tail to wag the dog. Nonprofit leadership is no different than for-profit, corporate or team leadership - it's leadership all the same.

<https://www.cbsnews.com/news/management-lesson-dont-let-the-tail-wag-the-dog/>

## **CBS News MONEYWATCH**

### **Managing Your Money**

#### **Management Lesson: Don't Let the Tail Wag the Dog**

**By Steve Tobak**

**June 10, 2010**

When animals misbehave, most owners blame the animal. Well, I'll let you in on a little secret. Animal training is really about training the owners, not the animals. Seriously. Ever see a really good trainer meet with an unruly dog for the first time? She can take command and get the dog to do whatever she wants almost instantly.

Sure, breeding is a factor, but aside from that, a well-trained owner can get a dog to do its bidding, just as a dog can manipulate and have its way with an untrained owner who doesn't "get it."

Well, get this: management is no different. Employee problems are almost always management problems. In fact, most organizational, business, product, even technology problems are actually management problems. That means that, not only is it up to management to solve them, but in most cases, management caused them to begin with.

[https://www.jstor.org/stable/41337591?casa\\_token=v4CASJZuVAoAAA-AA%3ANkFbr3o10HRYI-mv6P86hymhBzdanH\\_8gmbARuSwIzYklKLWGwixzfbkTjOOuL9gGibHX4GiO7huE74An7E2fDZLX\\_oMXxG2tzwTptmQDI5PazWwelTW&seq=23](https://www.jstor.org/stable/41337591?casa_token=v4CASJZuVAoAAA-AA%3ANkFbr3o10HRYI-mv6P86hymhBzdanH_8gmbARuSwIzYklKLWGwixzfbkTjOOuL9gGibHX4GiO7huE74An7E2fDZLX_oMXxG2tzwTptmQDI5PazWwelTW&seq=23)

**How Funding Shapes the Growth of Charter Management Organizations: Is the Tail Wagging the Dog?**

**By Priscilla Wohlstetter, Joanna Smith, Caitlin Farrell, Guilbert C. Hentschke and Jennifer Hirman**

**Journal of Education Finance Vol. 37, No. 2 (FALL 2011)**

The Obama administrations education reform agenda has included an increased emphasis on the role of charter schools generally and a specific emphasis on charter management organizations (CMOs) in replicating best practices and helping "turn around" the lowest performing 5% of the nations public schools.

Through interviews with more than 50 leaders from 25 CMOs across the nation, this qualitative study delves into questions related to CMO growth and funding. Findings suggest that the ability of CMOs to grow their networks typically depends on the infusion of significant financial support.

Although CMOs have accessed capital from a variety of public and private sources, interviews reveal that current funding mechanisms are both enabling and constraining the growth potential of the CMO model. CMOs generally rely on external funding to grow, and their growth is then shaped by the funders' financial capacities, requirements, and expectations. This study concludes with recommendations for policymakers about how CMO growth might be improved—specifically in national efforts to turn around failing schools.