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A Higher Standard: Leadership Strategies from America's First Female Four-Star General, by Ann Dunwoody

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In other words, Carl and Marie managed to rise above the social norms of their times. Until now we have had only Carl's perspective, as it were—the one we read in *On War*. By telling the story of the collaboration between the two, Bellinger's book makes clear that the real political animal in the family was Marie, not Carl. Her influence can be judged by the fact that after Carl resigned his commission in the Prussian army and left for Russia to join its army—without the Prussian king's written permission—the king still acknowledged Marie, and even nodded to her at court functions. As for Carl, the king never forgave him completely; he did allow him to rejoin the Prussian army later, but never gave him a position of real influence. Again, this misfortune is our good fortune, since it probably allowed Carl the extra time, beyond that required for his minimal duties at the *Kriegsakademie* in Berlin, to write and rewrite his masterpiece.

One also learns that Marie was very active in supporting her husband's career, and developed friendships and corresponded independently of Carl with the great figures of the day, especially General August Neithardt von Gneisenau. Marie's mother, interestingly, was from the British middle class (a story in itself), and she taught Marie to speak English exceptionally well for a German aristocrat. This probably further cemented her relationship with Gneisenau, who also spoke English fluently. The two were so close that Marie, an accomplished painter, later executed one of the more famous existing portraits of Gneisenau.

Bellinger herself is married to a military service member. Because of that experience, as she writes about this military marriage she has an exceptional eye for the sorts of details that some academics

might miss. Her text is full of interesting insights and observations on the extraordinary couple, but also includes details that even sailors will recognize, such as the fact that Marie and Carl numbered all their letters when he was in the field so they could tell if some were missing. (The reviewer used this very technique with his spouse during his many cruises in the U.S. Navy.)

Readers looking for new insights on the Prussian perspective from inside the Prussian court during the Napoleonic Wars will be well rewarded, as will those interested in how little or how much Marie played a role in the genesis and writing of *On War*, the subject that occupies roughly the last quarter of the book. Addressing Marie's pivotal role in getting Carl's work published, Bellinger leaves little doubt that without Marie there might have been no *On War* for us to read today, nor any of Carl's other works. Ms. Bellinger's work reminds us that a human life is rarely a solo accomplishment, lived apart and distinct from other human beings. Rather, a relationship such as that of Marie and Carl von Clausewitz is an enterprise lived in collaboration with others of our kind—or in Marie's case, not her kind—especially those we love and who love us. Highly recommended for all audiences.

JOHN T. KUEHN



A Higher Standard: Leadership Strategies from America's First Female Four-Star General, by Ann Dunwoody. Boston: Da Capo, 2015. 288 pages. \$25.99 (Kindle \$14.99).

In this book, General Ann Dunwoody, USA (Ret.), traces her illustrious career from initial entry into the Women's

Army Corps in 1975 as a second lieutenant through her promotion to four-star general to her retirement in 2012 as the commander of the Army Materiel Command (AMC). Dunwoody came from an army family: her father was a veteran of both Korea and Vietnam and retired as a brigadier general; her brother was a West Point graduate; and a sister was one of the Army's first female helicopter pilots. Throughout her remarkable career, Ann Dunwoody blazed a trail with a lengthy list of "firsts":

- First female field-grade officer in the 82nd Airborne Division
- First female to command a battalion in the 82nd Airborne Division
- First female to command the Combined Arms Support Command
- First female in the U.S. military to achieve the rank of four-star general

Dunwoody's promotion to four-star general made front-page news across the country and brought instant recognition outside military circles. Yet Dunwoody remained well-grounded, with strong support from her family. She relates stories about her mother and father and the influence each played in her career. She also tells about her husband, Craig, and how important he was to her success. These stories really enable the reader to relate to her on a personal level. Dunwoody writes (p. 72): "Throughout my life I've met plenty of superheroes, but the strongest and most effective among them were the ones who were simply human and knew they weren't perfect."

The title of the book, *A Higher Standard*, is important to Dunwoody. "Those words became the foundation of my leadership philosophy and a central part of how I tried to live my life." Dunwoody explains that she consistently worked hard to maintain a higher standard for

both herself and whatever organization she led. After speaking to executives at Coca-Cola, Dunwoody related, "After managing nearly sixty-nine thousand employees, one thing is clear to me: there is a higher standard that provides the foundation upon which every effective leadership journey is built." We all could learn from her mantra.

This is truly a book about leadership, with each chapter showcasing important lessons and strategies applicable to leaders in any organization. Dunwoody highlights that "[t]his is not a manual about how to become a general, nor will I reveal a secret recipe for becoming a great leader." Her sincerity and passion for the Army team are evident. Chapter 2, "Wendell Would Be Proud—'Never Walk by a Mistake'"—chronicles her relationship, as a new second lieutenant platoon leader, with her platoon sergeant, Sergeant First Class Wendell Bowen. Dunwoody writes (p. 38): "Sergeant Bowen shared wisdom on many levels that guided me through every step of my military career." In this chapter, she discusses the important leadership lessons that young officers and new leaders in any company must learn. Dunwoody is a good storyteller, and the lessons she shares are easy for the reader to relate to. The leadership lessons are summarized in the postscript: "Leadership Strategies from an Army Life."

Another chapter, "Leader of Leaders—'Build Your Bench,'" enables Dunwoody to chronicle her work to promote and build the succession plan at AMC prior to her retirement. She relates (p. 223): "One of the most important jobs a senior leader has is to develop leaders or to 'build the bench.'" This is a critical lesson that many leaders never learn—to the detriment of the

organizations they lead. Countless leaders are often too involved in promoting themselves, and see developing subordinates as a sign of weakness.

The final chapter, "Afterthoughts—'My Way to Continue the Conversation . . .,'" was initially confusing. It did not flow with the rest of the book; it seemed disjointed; it seemed to be made up of random thoughts about a variety of topics. I eventually realized that it was Dunwoody's way of discussing and underscoring contemporary issues she believes are important.

During my almost thirty-year career in the U.S. Army, I was privileged to serve in the 10th Mountain Division with Ann Dunwoody. Her technical and tactical skills, along with her keen insight and caring attitude, made her a positive role model. It is fitting that she ends every talk with the phrase "In the end, we're all just soldiers, but that's the highest thing you could claim to be." Dunwoody's legacy in the Army and the larger U.S. military will impact generations of young Americans for years to come. This book showcases her exceptional talents as an army officer and leader. It is a must-read for leaders at all levels, in both the military and other organizations.

THOMAS J. GIBBONS



Lawfare: Law as a Weapon of War, by Orde F. Kittrie. New York: Oxford Univ. Press, 2016. 504 pages. \$29.95 (Kindle \$14.41).

In *Lawfare: Law as a Weapon of War*, legal scholar Orde F. Kittrie analyzes the increasing effectiveness of the use of law to achieve objectives that not long ago might have been achievable only using

force. In one of the first major works in English on the practice of lawfare, Kittrie has written an important book for lawyers, policy makers, and military strategists. Successful strategic performance requires an appreciation of the role of politics in war, and because law is an intensely political matter it is an integral part of the strategic operating environment. Kittrie's highly readable *Lawfare* enhances our understanding of the growing strategic potential of law.

This book is at once a history of lawfare, a collection of representative case studies, and a resource for other researchers. The foreword by former CIA director R. James Woolsey Jr. is itself an interesting read, setting up Kittrie's analysis with a description of the international legal arena as a sheriff-less "Wild West" exploited by various governments and nonstate actors. The author also describes his own foray into lawfare as a professor at Arizona State University, where his analysis of Iran's dependence on external gasoline suppliers eventually led to the Comprehensive Iran Sanctions Accountability and Divestment Act of 2010. Kittrie's practical bent is evident throughout *Lawfare*, and he offers numerous suggestions for incorporating lawfare into U.S. national security strategy.

Among the strengths of *Lawfare* are the concepts provided in the first chapter that prepare the reader for the case studies that follow. Kittrie begins with a historical overview, tracing lawfare back to the seventeenth century, when Hugo Grotius used legal arguments to bolster Dutch maritime power. Kittrie's section on the literature of lawfare provides a unique summary of the leading works in the field. Kittrie breaks down the practice of lawfare into two