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Six Essential Elements of Leadership: Marine Corps Wisdom of a Medal of Honor Recipient

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laws on their ledgers to protect cables within their territorial waters. This leaves submarine cables vulnerable and could lead to unintended disruptions of service and potential economic crises.

The book's message is the need for better balance between competing interests in the ocean space. Both coastal and other states must show flexibility in their interpretations of their legal obligations. Their common interest lies in minimizing conflicts between submarine cables and competing uses, with the ultimate goal of protecting the integrity of the international communications system on which the world economy relies.

In the end, this book is well written and interesting. The explanation of how the submarine-cable industry operates is enlightening, and legal concepts are explained simply and concisely. Thus this is a useful volume not only for the academic and legal practitioner but for the casual reader as well. The policy recommendation sections would be especially useful to government officials and policy makers. For those with an interest in submarine cables, it is a must-read.

DAVID O'CONNELL
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Fox, Wesley. *Six Essential Elements of Leadership: Marine Corps Wisdom of a Medal of Honor Recipient*. Annapolis, Md.: Naval Institute Press, 2011. 169pp. \$24.95

Colonel Wesley Fox, a Medal of Honor recipient, shares his leadership insight gleaned over a forty-three-year career as a Marine. This book is a combination memoir, personal narrative, and collection of examples of leadership.

Fox's philosophy is shaped from true-grit experiences as an enlisted Marine who climbed the ranks during the Korean and Vietnam Wars. His personal stories mixed with combat heroism give credibility to the book. The reader is both informed and inspired.

Fox begins by discussing various concepts of leadership, emphasizing that leadership begins with an understanding of human nature. In particular, knowing the thoughts, attitudes, and ideals of those under one's leadership is essential. He also addresses the differences between leadership and management, the sources of leaders, principles of leadership, and historical traits of leaders. These concepts emphasize that effective leaders are concerned about and care for those who follow. The six elements of leadership are care, personality, knowledge, motivation, commitment, and communication. An entire chapter is devoted to each of the six elements. Although these principles are effective, leadership takes hard work.

The real gem of the book is Fox's reflective and transparent writing style. His experience of four decades is a treasure trove of wisdom that offers a glimpse not only into the author's character but into the culture of the Marine Corps in a different era.

The book is written for a general audience and therefore has wide appeal. The fact that Fox's career is legendary in the Marine Corps only proves that he has indeed mastered the art of leadership. To put it simply, Colonel Fox is someone from whom we all can learn.

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