

Naval War College Review

Volume 63
Number 4 *Autumn*

Article 16

2010

The Rise of China: Essays on the Future Competition

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Recommended Citation

Holmes, James R. and Schmitt, Gary J. (2010) "The Rise of China: Essays on the Future Competition," *Naval War College Review*: Vol. 63 : No. 4 , Article 16.

Available at: <https://digital-commons.usnwc.edu/nwc-review/vol63/iss4/16>

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unique leadership situations. Each leadership challenge presents a diagnostic profile and recommends intervention strategies. For example, one category is called the “activist challenge.” This is a situation where the organization refuses to acknowledge or respond to changes in reality though its performance or survival depends on it.

This is an informed, well structured, and immensely readable book about adaptive leadership. It is pragmatic, while providing keen perspectives and insights. A deeper discussion of power and authority and their influence on adaptive leadership would have been beneficial, but the book’s refreshing diversity of illustrative leadership examples is a rich contribution.

Although this work was published five years ago, its content is still relevant and applicable, perhaps even more than ever, because of increasing disillusionment with contemporary leadership. It prompts us to consider critically whether some closely held values and assumptions are paradoxically detrimental. (An excellent and recent book about adaptive leadership is *The Practice of Adaptive Leadership*, by Ronald Heifetz, Alexander Grashow, and Marty Linsky, Harvard Business Press, 2009.)

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Schmitt, Gary J., ed. *The Rise of China: Essays on the Future Competition*. New York: Encounter Books, 2009. 191pp. \$21.95

Gary J. Schmitt is a resident scholar at the conservative Washington think tank the American Enterprise Institute

(AEI), where he is also the director of the Program on Advanced Strategic Studies. Prior to coming to AEI he was a member of the professional staff of the U.S. Senate Select Committee on Intelligence, serving as the committee’s minority staff director.

As its title indicates, this edited volume examines various facets of China’s rise to Asian and global eminence and the implications of that rise for established powers, led by the United States. This work not only performs a service by exploring the contours of Chinese power but furnishes a barometer suggesting how right-leaning China scholars think about U.S. strategy toward a newly assertive Beijing. This book constitutes an excellent primer on East Asia’s future and America’s place in the region.

Among the contributing authors are well-known China hands like Ashley J. Tellis (Carnegie Endowment for International Peace) and Dan Blumenthal (AEI’s U.S.-China Economic and Security Review Commission). Despite the authors’ hawkish reputations, however, the book takes a determinedly measured tone, which constitutes one of its most appealing traits.

Schmitt leads off by observing that it is not the rise of *China* but of the *People’s Republic of China* that inspires forebodings in Asia and the West. The swift rise of any power disturbs the existing equilibrium, making for uncertainty and friction. The ascent of the United States to world power over a century ago gave rise to testy Anglo-American relations for a time, before British leaders concluded that the Royal Navy could not maintain a squadron in the Western Hemisphere strong enough to overpower the armored,

steam-driven fleet being built in American shipyards.

The result was a grudging British retreat from the New World. Then as now, historical, political, and cultural affinities lubricated the gears of Anglo-American diplomacy. If London and Washington found it hard to manage their relations, how much harder must the challenge be that lies before liberal America and autocratic China—how to sort out their differences without undue rancor. The type of regime matters. How Sino-American relations will unfold in the coming years is far from clear.

For me the most forward-looking and thus most interesting chapters are concentrated toward the book's end. Schmitt, for example, examines the prospects for multilateralism in Asia, a region long typified by a hub-and-spoke alliance system centered on the United States. Schmitt downplays the potential for an Asian NATO but maintains that the region is halfway to an Asian variant of the Helsinki Accords, which set the rules for the late Cold War. If this is so, Asian multilateralism could possibly enfold Beijing, fostering regional concord. AEI demographics expert Nicholas Eberstadt observes that the Chinese nation is graying and that Beijing's one-child policy is taking its toll on the most productive age groups. Taken together, the essays gathered here suggest that straight-line projections of China's rise are apt to mislead. This book is strongly recommended for newcomers to China studies, as well as to old hands who want a refresher on recent developments.

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Koplow, David A. *Death by Moderation: The U.S. Military's Quest for Useable Weapons*. New York: Cambridge Univ. Press, 2010. 263pp. \$28.99

Death by Moderation is a focused, academic work that starts with the premise that conditions in today's world have shown the limitations of increasingly powerful weapons in achieving U.S. national goals. In response to that problem, the U.S. military is attempting to develop weapons that are less powerful and more accurate—and therefore more “useable,” in the author's words.

After several chapters that set the stage—issues involving revolutions in military affairs, deterrence, and the law of armed conflict—a series of chapters deal with particular types of usable weapons. The author has chosen five such weapons: precision-guided munitions, low-yield nuclear weapons, smart antipersonnel land mines, antisatellite weapons, and nonlethal weapons. There is also a discussion on cyber war, although not in a separate chapter. The book ends with the chapter “What to Do about Useability,” in which Koplow provides answers to his many questions.

The chapters begin with a scenario, either historical or hypothetical, as a framework for the following discussion. Given the constraints of space, Koplow does an excellent job of describing the technical details of the weapons under review. When applicable, he reviews their actual uses in combat. He places particular emphasis on whether or not more usable weapons will reduce what he calls “self-deterrence” and result in the increased likelihood of conflict