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What Are Generals Made Of?

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No amount of subsequent coordination can eliminate duplication or doctrinal conflicts which are intruded into the first shaping of military plans."

Although the 1958 Act established strategic planning as the responsibility of the JCS, the "first shaping" of plans and doctrinal development is not now accomplished by the Chiefs. It is delegated to the services. The services never seemed to accept the fact that the law specifies development of *joint* doctrine. Air Force spokesmen in recent years have lost much of the zealotry behind the quick, easy victory through air power alone, and have come a long way in support for combined arms concepts on the modern battlefield. But Army and Navy planners, engrossed in refurbished concepts of continental or maritime warfare, produce not joint or national strategies but tactical uses of the sea and land services operating under certain assumed political conditions. Overlooked is the fact that a nation cannot be both a "sea power" and a "land power," nor can one power be disregarded in a national strategy developed by the other.

Eisenhower: At War offers an outstanding primer on the problems confronted by the unified commander and his staff and is worthy of careful study by those who will eventually serve in such assignments.

PAUL R. SCHRATZ
Arnold, Maryland

Newman, Aubrey S. *What Are Generals Made Of?* Novato, Calif.: Presidio Press, 1987. 314pp. \$18.95

Twenty-seven years have passed since General Newman retired. That's a long time. The Army looks different than it did on his last day of active service. Why, then, one may ask, would he presume to write about what leadership—particularly senior leadership—requires in today's Army?

The author, with no surprise to those familiar with him, anticipated such a question. The book, he writes, is "no more than one man's solution to special leadership problems told in day-to-day incidents and actions." That is the key to the book's value. This is not another tome on organizational theory or a shallow approach to self-improvement. This is an experienced and distinguished soldier talking to today's leaders about things that still matter. His recollections and anecdotes bring the wisdom gleaned from 35 years of active service into clear focus.

All of the book's chapters, except three, were selected from General Newman's column, "The Forward Edge," a regular feature of *Army* magazine. Here, they have been organized to focus on two themes: First, the qualities and factors leading to star rank; and second, "how to function in that state."

Before you decide whether to read the book, consider several excerpts that typify the insights General Newman provides:

- "You can't fool soldiers—there are too many of them."

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● “. . . how a commander recognizes and gives credit for work well done is like an x-ray into a corner of his heart that reveals a facet of what kind of leader he is.”

● “Next time around, I would not waste more than ten years’ service as ‘a good soldier and nothing more,’ but start in my first year broadening into a professional in attitude and endeavors.”

● “. . . when reaching up and touching my first stars I remember thinking: ‘These are just little pieces of metal cold and hard to the touch. Not at all the kinds of things worth the heartbreak and needless bitterness that failure to wear them so often brings.’ ”

JOHN VAN ALSTYNE
Colonel, U.S. Army

Petit, Michael. *Peacekeepers at War: A Marine's Account of the Beirut Catastrophe*. Winchester, Mass.: Faber and Faber, 1986. 229pp. \$17.95

Petit begins his book with the explosion that killed 241 Americans billeted in the four-story Battalion Landing Team headquarters building at Beirut International Airport in October 1983. Although he was not in the building at that time, he arrived on the scene very quickly. The narrative then “flashes back” to thoughts Petit once had of enlisting in the Foreign Legion and his choice of the Marine Corps instead. We go through boot camp with him, to his first assignment as a clerk at Parris

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Island, his subsequent transfers to Camp LeJeune and finally the 24th Marine Amphibious Unit (MAU) headquarters in Beirut, where he served as an operations clerk.

A good deal of this book is not very different from the many war novels that have been written since World War II: an author’s view of recruit training, competent and incompetent NCOs, too many regulations, the food, the spit and polish, good friends, other acquaintances. But this book is different; not because it is fact rather than fiction, but because it vividly and emotionally portrays the day-to-day existence of a young American in a very hostile environment. Granted, the author makes too many observations about daily Marine life. Nevertheless, his observations, from a corporal’s level, of national policy, employment of military forces, and the ambiguities of “peacekeeping,” are forcefully presented. I do not know whether or not these observations are accurate, but the point is, he tells us how a “grunt” views these things when grunt logic is the sole source of information. All the arguments about “sending signals,” “political response,” and rules of engagement make little sense when the response to a rocket attack (on you) is to return fire with illumination rounds.

Interspersed with the discussion of the political realities in Beirut are many vignettes about Marine Corps life in the field. They awaken fond and not so fond memories: problems with rules of engagement in Vietnam, the quality of the local military