

Leaders Make a Difference

reviewed by Col Donald J. Myers

TAKING CHARGE: A Practical Guide for Leaders. By Perry M. Smith Introduction by James Bond Stockdale, National Defense University Press [GPO], Washington, DC, 1986, 234 pp., paperback. \$7.00. (Member \$6.30)

Leadership is the glue that binds organizations together. *Taking Charge* is a must for those people who constantly strive to improve their own leadership and develop it among their subordinates. The author's style and his organization of the book blend to present an exceptionally readable approach to a very serious and important subject.

Examples are abundant and lend credibility to the views presented. They also lend readability. Once readers start, they will find it difficult to stop until the book is complete. There is so much good, thought-provoking material here that I am hesitant to go into detail about it for fear that many may feel that the review is sufficient to preclude actually reading the book. Read the first chapter of 12 pages and you will be hooked; if not, the reading probably would do you no good anyway.

The author includes an appendix of checklists for busy leaders, but I quote a warning from him:

Although there are a number of checklists provided, it is important to emphasize that complete reliance on checklist or cookbook leadership can be a mistake. Anyone who runs an organization but cannot adapt to the situation not contained in the checklist in conducting day-to-day activities is doomed to fail as an enlightened leader. Therefore, readers should accept the ideas, insights, and checklists that are presented with a certain amount of skepticism.

Every aspect of leadership is covered from initial fundamentals, hiring, firing, counseling, looking at yourself, and teaching. The suggested questions that should be asked of others as well as of yourself are fascinating and provocative. A first-rate book which should be read by all leaders!

USMC

> Col Myers is the commanding officer, Marine Barracks, Washington, DC, and a frequent contributor to the Gazette.

New Perspective of the Civil War

reviewed by Maj Bryant S. Lyndaker

THE MARCH TO THE SEA AND BEYOND: Sherman's troops in the Savannah and Carolinas Campaigns. By Joseph T. Glatthaar, New York University Press, New York, 1985, 352 pp. \$29.95 (Member \$25.15)

Most of our knowledge of the Civil War is derived from memoirs of the senior officers and from after-action reports. These works often contain the personal bias of the individual and were written or rewritten to reflect the action in a more favorable light. *The March to the Sea and Beyond* by Joseph T. Glatthaar takes a different approach in exposing the details of Sherman's historic march through the center of the Confederacy. This unique perspective was gained from the views of the enlisted men and junior officers through their letters and diaries. This soldiers' view presents the war on a truly personal basis.

The March to the Sea and Beyond documents how Sherman's Army differed from the Army of the Potomac, how these experienced soldiers adapted to the war, the good relations that existed between the officers and their men, and the necessity for the noncommissioned officers to perform without guidance from their officers. Sherman's Army conducted "total war," and Mr. Glatthaar undertakes as his objective the development of the various aspects of this con-

cept. He discusses the reasons why Sherman and Grant viewed it as necessary, why the troops were dedicated to executing this policy, and why they were successful.

The book also deals extensively with the patriotism that the soldiers felt and how it was transmitted into extreme loyalty to Lincoln and the need to make the South, especially South Carolina, pay for starting the "rebellion" and the loss of numerous comrades. By inflicting damage not only against the Confederate Army but also against the people of the South, their homes, and their industry, it was felt that the war could be brought to a speedy conclusion. The marches were made to demonstrate to the South that their army was unable to protect them. The success of Sherman's march was not in defeating the Confederate Army but in winning the psychological war.

Mr. Glatthaar was able to show how Sherman's troops felt toward blacks and southern whites and how they treated them. The examples show that the entire spectrum of emotions was felt and, as a result, the treatment of these people varied greatly.

Camp life and other aspects of day-to-day routine are examined in great detail. As the author points out, much more time was spent in camp than in actually fighting. Mud and hunger demanded as

much or more attention than fighting Confederate troops. Sherman knew that a successful campaign would require that his army not be tied down to the lumbering supply trains that were normal to an army of such magnitude. As a result, he limited the number of wagons in his supply train. This meant simply that in order to survive, his army would have to live off the land. Not surprisingly, Sherman's troops became experts at foraging for their provisions.

In combat, Sherman's troops were extremely successful. Their experience enabled them to know when to make frontal assaults and when to envelop the enemy. Why were they able to fight and win? The evidence seems to show the soldiers in Sherman's Army were quite special. His army was made up, almost exclusively, of men from the West—an independent breed accustomed to hardship and hard work. They reenlisted at a much higher rate, were healthier, less inclined to pomp and ceremony, and the officers were closer to their men than those in the Army of the Potomac.

Mr. Glatthaar, now on the staff at the Army's Combat Studies Institute at Fort Leavenworth, makes it very clear in his preface that he does not wish to take any sides in the campaign, but only to ascertain what was done and why. In this, he was extremely successful. He was able to show, in great detail, the costs that total war inflicted on the South and the price Sherman's troops had to pay to inflict the damage. *The March to the Sea and Beyond* is an especially well-documented account of an emotional conflict. The ex-