

his source for this accusation but a look at the official sources as well as Waller's insistence (which Miller notes) that "we are not making war on women and children, only men capable of bearing arms," would seem to indicate that there is little evidence to support Miller's view.

The real problem with *Benevolent Assimilation*, however, lies less in its partisanship than in its simplistic approach to a fascinating topic. As an analyst of the Philippine Insurrection, Miller has progressed little from the excessive "Vietnamitis" that characterized his earlier article, "Our Mylai of 1900." By reducing the conduct of U.S. forces to a simple tale of brutality and racism, Miller overlooks the complexity of the relationships between American troops and Filipinos. Miller's conception of a Filipino national uprising and his tendency to treat the entire archipelago as a homogenous entity is simply out of date. The works of such Philippine scholars as John Larkin, Milagros Guerrero, and Soledad Borromeo have demonstrated the strong influence of regional, religious, and socioeconomic factors in the Philippine Revolution. Miller's book not only does an injustice to the U.S. military but to its opposition

as well. Presented with a fascinating historical feast, Miller can do little more than complain about dirty cutlery and strange foods. The Philippine Insurrection deserves far better than *Benevolent Assimilation*.

THE ARMED FORCES OFFICER. (NAVMC 2563). By S.L.A. Marshall. Armed Forces Information Service, DOD, Washington, D.C., 1975, 201 pp., (Out of stock)

reviewed by LtCol G.D. Batcheller


About a year ago a wise old editor presented me with a copy of *The Armed Forces Officer* in a generous, but not too subtle, attempt to redress an apparently visible deficiency in either my professional performance, professional education, or both. I immediately confirmed his perceptiveness by setting the book aside to cope with less important but more pressing concerns. This book review is an attempt to pass to officers now beyond my personal reach a recommendation to get and read and absorb the book. It is one of those books you want to have a copy of so you can lend it to new lieutenants or cynical lieutenant colonels, or anyone else in need of a

dose of insight and idealism.

Originally published in November 1950 as a leadership manual, the 1975 edition reflects the improvements one would expect from 25 additional years of study and intellectual polishing by its sculptor, S.L.A. Marshall. It is the answer to a wish, first expressed by Gen G.C. Marshall and then repeated by Gen D.D. Eisenhower, that American military officers "should share common ground ethically and morally." In some 26 essays spanning 193 pages Marshall introduces the young officer to his profession, an introduction well worth occasional repeating. It was obviously a labor of love by the man whose *Soldier's Load* and *Men Against Fire* are by any standard military classics. It is virtually impossible to quote selectively from the essays, but an excerpt from his one page introduction illustrates the power of the book:

Then too, by gaining a surer sense of direction, the officer body may contribute splendidly to the healing of the Nation's spirit and the restoration of its unity. Here is a prime and compelling obligation. Toward that end, no special magic, secret formula or professional panacea is proposed. Mansions are not raised by people besieged by doubt or soured by cynicism. Love of country is

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Editor's Choice

Keepers of the Sea. By Fred J. Maroon and Edward L. Beach. Naval Institute Press, Annapolis, Md., 1983, 256 pp., (See MCG, Nov83) \$40.00*

A major book that documents in text and pictures nearly every aspect of life in today's Navy. Beautifully done with unbelievable photography. The Marine story is included, but it is a book that will be appreciated most by those who have gone to sea with the Navy and want to recapture some of that experience.

* Member's price. Add \$1.00 for postage and handling charge for the first book, \$.50 for each additional book. Payment may be made by check, by Visa or MasterCard, or we will bill you upon shipment. Allow 2-6 weeks for delivery. Prices are subject to change.

still the only possible refuge for intelligent American men and women in service; it is their sword and shield and the emblem of their advance. . . . That, essentially, is what this manual has to say.

It is the type of book that makes one yearn for total recall. It is idealistic and practical, inspirational and educational. It has been issued at The Basic School, and it should be read and reread by every leader. It is not a codified military ethic, but it offers to its readers a message whose clarity, insight, and wisdom eliminate the need for any SMEAC, MACE, or MOOSEMUSS approach to ethics. Nor is it a typical leadership manual. But a serious reader will find it difficult not to live the ethic it reveals, and in doing so, will fully realize his leadership potential. In *The Armed Forces Officer*, Marshall has shown us solid ground both ethically and morally, faced us in the right direction, and given us a blueprint from which mansions can be built.

TO GET THE JOB DONE: Readings in Leadership and Management, 2d Edition. Edited by Cdr John B. Washbush, USNR, and LtCdr Barbara J. Sherlock, USN, Naval Institute Press, Annapolis, Md., 1981, 322 pp., \$17.95. (Member \$16.15)

reviewed by Capt M.J. Nolan

This book is an intelligent collection of articles and essays by leading scientists, scholars, and military leaders on the subject of leadership and management. Compiled by the editors to com-

plement instruction in leadership and management for prospective naval officers, it has significant value for all commissioned officers. It should be used as a companion volume to an officer's professional readings in leadership, and I strongly recommend many of the articles, if not the entire book, for study by officers at The Basic School, Amphibious Warfare School, the Communications Officers Course, and the Command and Staff College. The diverse backgrounds of the authors provide a wide range of perspectives and enable the reader to compare the methods, the styles, and the techniques of contemporary management theory.

Before wincing at the idea of reading "another" book on leadership and management, consider the following. The book is conveniently arranged in five sections giving a refreshing sense of order to management-oriented literature. The editors provide a summary for each article and a brief biographical sketch of the author and his credentials. Many of the articles selected by the editors can be classified according to their emphasis, as either "task" or "behavior." Task articles discuss management principles and procedures, information processing, and organizational design. They would principally interest leaders in technical areas, such as aviation maintenance, maintenance management, and computer science. Behavior articles discuss leadership, perception, personality, attitudes, motivation, and interpersonal communication and would be of prime interest to leaders in people-intensive areas, such as the infantry and recruit training. Ob-

viously, actual decisionmaking in any area involves both the task element and the behavior element, but the separating of the two elements creates a fuller understanding of each.

The articles that cannot be categorized as "task" or "behavior" deal with the contemporary military environment, the evolution of power and authority in the military, and the declining role of the commander as the only arbiter of reward and discipline. Particularly noteworthy is the excerpt from Professor E. Frank Harrison's book, *Management and Organizations*. In this excerpt he provides some sobering, although somewhat specious, thoughts on military organizations. Professor Harrison attributes some very distinctive characteristics to military organizations including organizational rigidity, avoidance of responsibility, exaggerated professionalism, harsh discipline, and ceremonialism. While his analysis obviously suffers from a purely academic background, Professor Harrison's extensive managerial experience and educational credentials reveal a perceptive understanding of the military bureaucracy on a broad scope.

The largest section of the book covers behavioral factors in organizations. The articles include very specific "how to" subjects such as Frederick Herzberg's, "How Do You Motivate Employees?" and more theoretical entries, such as A.H. Maslow's hierarchy of needs thesis postulated in "A Theory of Human Motivation." In addition, Adm Rickover, VAdm Stockdale, and Maj Michael J. O'Hara, USMC, provide thoughts on moral leadership and the responsibilities of commanders.

The last section of the book covers briefly, almost superficially, the future of leadership and management. This may be no fault of the editors. Management theorists have assiduously attempted to quantify, qualify, and predict organizational success. Unfortunately, their attempts can never be wholly useful without the ability to quantify, qualify, and predict human behavior. Even talented decisionmakers cannot define all the variables involved in their decisionmaking processes. The most that is known of management and leadership and the most that can be predicted must be based on what history and experience have taught us. S.L.A. Marshall's suggestion that "there is no new thing under the sun" where leadership is concerned should probably remain our guide. But *To Get the Job Done* should be the prologue to that guide.