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## George C. Marshall: Rubrics of Leadership

Cole C. Kingseed

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## BOOK REVIEWS

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### VALUABLE LESSONS FOR THE LEADERS OF TODAY

Husted, Stewart W. *George C. Marshall: Rubrics of Leadership*. Carlisle Barracks, Pa.: U.S. Army War College Foundation, 2006. 259pp. \$23.95

In recent years a veritable avalanche of monographs and manuscripts has examined corporate and military leadership. Recognizing the need for a book about leaders of character, Stewart Husted selected as his model one of America's most admired figures, General George C. Marshall. This work examines Marshall's leadership and its impact on the world throughout his career as a military officer, Army chief of staff during World War II, secretary of state, and secretary of defense.

Husted is hardly a stranger to the study of General Marshall. He is a former business school dean, a retired U.S. Army Reserve officer, and the inaugural John and Jane Roberts Chair in Free Enterprise Business at the Virginia Military Institute, Marshall's alma mater. Writing primarily for the military market, Husted draws heavily upon historian Forrest Pogue's masterful four-volume biography of Marshall, the private and public papers of General Marshall housed at the Virginia Military Institute's Marshall Foundation, and the Preston Library.

Husted has chosen well in selecting Marshall to exemplify leadership during trying and difficult times. No leader better encapsulated moral and ethical leadership than George C. Marshall. In the words of General Colin Powell, "We have so much to learn from Marshall—from his character, from his courage, his compassion, and his commitment to our nation and to all humankind." Using Marshall's career as a foundation to examine contemporary leadership, Husted cites numerous "untold stories" that not only are entertaining reading but also serve as "tried-and-true examples of how today's leaders of government, the military, and business can demonstrate character, competence and skill." *Rubrics of Leadership* addresses such diverse topics as managing and planning the impossible, turning crisis into success, dealing with communications, and conflict resolution and negotiation.

By far the most interesting chapter is that on civil-military relations. Husted examines Marshall's contributions over a period of two decades and provides valuable insight into his subject's nonpartisan

approach to complex problems. This chapter concludes with a call to develop military and political strategy that demonstrates the importance of nation building in the aftermath of war—a valuable lesson to current leaders attempting to cope with the ongoing global war against terrorism.

On the debit side, Husted's approach is frequently choppy and lacks adequate transitions. Though he provides a list of Marshall's salient leadership principles throughout the text, a concluding paragraph summarizing each section's salient points would have greatly enhanced the overall text. So too would an introductory chapter outlining the broad context of the areas on which the author concentrates.

These observations aside, Husted has produced a valuable leadership primer that will be well received by military officers, regardless of rank or position. As do the military's senior service colleges, *Rubrics of Leadership* urges understanding of the importance of positive relationships with civilians at all levels of government and business. It is here that Husted makes his greatest contribution.

COLE C. KINGSEED  
Colonel, U.S. Army (Retired)  
New Windsor, New York



Toll, Ian. *The Six Frigates: The Epic History of the Founding of the U.S. Navy*. New York: W. W. Norton, 2006. 592pp. \$27.95

Many books have been written about the history of the American navy, but this one is of particular excellence. While truly a scholarly work, this book contains many attributes of a historical novel. Any reader with an interest in

either the U.S. Navy or early American history will find it hard to put down.

Toll begins his story with a review of the Continental navy and its limited value during the American Revolution, then moves seamlessly into the post-revolutionary period. America's colonial experience and the needs of the newly formed nation had a direct effect on the founding of a navy. Pro-navy views were largely tied to the merchant interests of the north, championed by leaders such as John Adams and Alexander Hamilton. The foes of a naval force were essentially southern based and included James Madison and Thomas Jefferson, who favored domestic development, westward expansion, and agrarian interests.

In March 1794, these political and economic interests were rooted deeply in the American experience, and were the seeds of an acrimonious debate in Congress that preceded House and Senate authorization for the construction of six frigates to keep the sea-lanes safe for America's large merchant fleet. They were originally designated merely as frigates *A* through *F*. The first five names—*United States*, *President*, *Congress*, *Constitution*, and *Constellation*—were chosen by George Washington from a list of alternatives suggested by the War Office; subsequently, the *Chesapeake* was named.

The debate over the question of who would design the ships began in the wake of the authorization to build them. The nation's most respected ship designers, Joshua Humphreys and Josiah Fox, clashed over the most desirable warship design, with Humphreys being the victor. In the end, the six frigates emerged as the most powerful of their type in the world, equipped to serve as the nation's first blue-water force.