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Douglas Southall Freeman on Leadership

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the prevailing racial atmosphere in the navy of that era but also into its methods of dealing with people in a wartime environment.

As a consequence of the public attention engendered by the Port Chicago incident, black navy men were dispersed more widely than they had been and the service took steps toward reducing discrimination before President Harry Truman's watershed executive order that integrated the armed services in 1948.

Throughout the text, Dr. Allen portrays the viewpoint of the black ammunition-handlers. Given the progress that the navy has made in the last forty-five years regarding racial awareness, his description is valuable in pointing out how much needed to be changed. It is not easy for a group of men to refuse to do their duty in wartime, but this book helps us to understand why these men did so and to sympathize with their plight.

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Johnson, Loch K. *A Season of Inquiry: Congress and Intelligence*. Chicago: Dorsey Press, 1988. 317pp.

This is a new but apparently unchanged edition of a book originally published in 1985 about the 1975 Senate inquiry into alleged "abuses" by the U.S. intelligence community. According to the author, it was republished in the wake of the Iran-Contra scandal which had indicated that such abuses have continued

despite the establishment of a formal congressional oversight structure that resulted from earlier congressional investigations. The author was a staff assistant of the Senate Select Committee on Intelligence Activities, which became known as the "Church Committee" because it was chaired by Senator Frank Church (D. Idaho).

While the substance of the intelligence abuses uncovered by the investigation—assassination attempts, illegal telephone taps, etc.—are interesting in their own right, this book is really about the Church Committee: the senators, the staffers, the politics, and the problems involved when one branch of the government attempts to investigate another. Johnson details the inner workings of the Church Committee and provides a fascinating study of congressional activities—a "primer on how the Senate works," as a reviewer of the first edition stated. The author provides an insider's viewpoint of how that political power is manifested in Washington, along with the personal ambitions, jealousies, and priorities of our congressional leaders at work. It is well worth reading.

E.D. SMITH, JR.
Naval War College

Smith, Stuart W. *Douglas Southall Freeman on Leadership*. Newport, R.I.: Naval War College Press. 1990. 262pp.

Shelby Foote is probably the best known Civil War historian alive,

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today, at least since the extraordinary PBS documentary of last fall. But in the middle years of this century the history of the late Confederacy was dominated in the popular mind by Douglas Southall Freeman. He was the longtime editor of the *Richmond News Leader*, Pulitzer Prize winning biographer of Robert E. Lee and George Washington, and author of *Lee's Lieutenants*.

Freeman was no journalistic historian. He was a 1908 PhD. from Johns Hopkins University, then considered by many to be the cradle of "professional" historical scholarship in the United States. The son of a veteran of the Army of Northern Virginia, Freeman knew personally many veterans of that army and was dedicated to preserving and recording its history. Indeed, the most moving speech in this collection is one written for his father when the elder Freeman served as commander in chief of the United Confederate Veterans.

Freeman belonged to the "great man" school of historical interpretation, and to an age when leadership was considered more a part of the discipline of ethics than of behavior science. Such views may not be consistent with contemporary academic fads, but events of the past year or two have shown that they merit the consideration of those who would understand the world and the motivation of people. One need only examine the changes in Central Europe, or contrast the command of Operation Desert Storm with that in Vietnam, to see clearly that those who lead do

matter and that ethical values, character, and integrity are not entirely passé.

These essays are a collection of fourteen speeches delivered by Freeman on leadership. Twelve of these were presented at various institutes of higher professional military education (notably the Army War College, Naval War College, and Armed Forces Staff College) during the time that Freeman was writing his great biographies. They address attributes of leadership and character and use Lincoln, Lee, and Washington as exemplars. While there is some repetition in the conclusions drawn, each speech is unique because Freeman felt obliged to change his presentation each year rather than bore those who had previously heard him address the same topics. Aside from the historical lessons taught and the ethical principles defended, these speeches tell us a great deal about that extraordinary man of character who was the speaker himself.

This volume, edited by Lieutenant Commander Stuart Smith, the former managing editor of the *Naval War College Review*, provides an excellent addition to the massive Freeman corpus and is a welcome addition to the available works on military leadership. It also reminds the historian that no biography exists of that extraordinary southern scholar.

Freeman's text is complemented by thorough explanatory footnotes, along with splendid introductory essays by the editor and Admiral James B. Stockdale. Included are a chronology of the Army of Northern Virginia,

and an appendix containing Lincoln's Second Inaugural Address, Lee's Farewell to the Army of Northern Virginia, and Washington's resignation of his commission.

This is a book which should be read by all who follow the profession of arms.

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Peters, Ralph. *Red Army: A Novel of Tomorrow's War*. New York: Pocket Books, 1989. 403pp. \$5.95

It is difficult to find reasons to regret the liberalization of Eastern Europe and the coming withdrawal of Soviet forces from the Warsaw Pact countries. One reason stems from the fact that with every day, the novel *Red Army* moves further from plausible fiction into fantasy. Subtitled "A Novel of Tomorrow's War," *Red Army* provides a U.S. Army intelligence officer's best estimate of the Soviet view of the next war in Europe. Peters' effort succeeds admirably; the reader is exposed to the thinking of a large number of Soviets: each with his unique view of the battlefield.

For those addicted to the genre of alternative or potential military scenarios, this work is one of the best of its kind. It skillfully blends the characters and smoothly flows from one to another—from the Soviet front commander to a terrified private—while providing a gripping account of the Soviet assault on West Germany. One does not find a story based on exaggerated accounts of technological

wizardry or other improbable gimmickry but rather a reliable description of the equipment that one may find in Europe and an introduction to the type of SNAFUs that one would expect (as Clausewitz would put it, the "fog of war"). The book has a plausible set of events leading to a believable, if not very satisfying, conclusion.

Because Peters sensibly restricted himself to areas he specialized in, the scope of the book is limited. While this is mainly an advantage (the writing is uniformly excellent), the potential audience of *Red Army* is reduced by the limitations Peters placed on his own efforts. One will not find in *Red Army* the political machinations that give works such as *Red Phoenix* their flavor, nor any consideration of the strategic dimension of the war. Nor, importantly for these pages, is there any consideration of the naval aspect of a Nato-Warsaw Pact war. Peters' focus is entirely on the actions of one Soviet front and of its soldiers.

In addition to the diminishing credibility, due to current events, of Peters' scenario, the tensions between Soviet nationalities are clearly understated in light of present unrest in the Soviet Republics. Despite these qualifications, if you are interested in an incisive account of the increasingly unlikely ground war in Western Europe, then *Red Army* is likely to be as gripping for you as it was for me.

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