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215 Days In The Life Of An American Ambassador

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surprise. Against the Soviets on the central front speed may be more effective than mass in such cushioning of an attack, and hence in deterring it. Mobility and flexibility may be more important than, and have to be traded for, quantity and quality. It is a big decision.

Much of what Betts reviews is, fortunately, increasingly understood by our planners. His penetrating assessment reminds us of the cost of inattention to the lessons.

GEORGE W. BAER
Naval War College

Herz, Martin F. *215 Days In The Life Of An American Ambassador*. Washington, D.C.: School of Foreign Service, Georgetown University, 1981. 269pp. \$9.85

Martin F. Herz has published his diary, covering a period of a little more than half a year. It shows what an Ambassador to a small Eastern European country thinks about and does. This is an insider's book. I read it with great interest, because I have known Ambassador Herz for a number of years, and because I was his predecessor in Bulgaria, several times removed. It is difficult to see naval officers and others with a casual interest in the personalities and world of the US Foreign Service finding the same interest in this book which I did.

Ambassador Herz is very, very smart. All those who have known and worked with him recognize this fact. He is also sharp-edged, as he himself had the grace to make clear in this little volume.

For those who care about the American Government's way of appointing ambassadors and the cost in human suffering among Foreign Service officers and their families, Ambassador Herz's description of the process in chapter twelve is a sad, poignant and haunting story. Having been Director General of the US Foreign
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Service myself when Martin Herz was appointed to Bulgaria and when, perhaps, the bad things described were done to Ambassador Herz's friend, I find his description coming close to home. Ambassador Herz eloquently describes the damage done to professionalism in US diplomacy when unqualified people become political appointees, and intelligent management of human resources in the US Foreign Service is blocked.

Intellectually, I am with Ambassador Herz all the way. So far as Bulgaria is concerned, however, I wish he had liked that beautiful country and those fascinating people a little better than he seems to have done. He remembers and vividly describes the hidden microphones, boring dinner parties, denigrating jokes, and sick headaches of those who had been in Bulgaria too long. I do not deny the truth in all these observations. I also know that Ambassador Herz's life was touched by misfortune during his Bulgarian stay. I only wish that he had felt some greater sense of his good fortune in having had the chance to work and live in Sofia as the US Ambassador.

None of the foregoing changes the fact that Martin Herz has one of the sharpest and most penetrating minds among those Americans concerned with foreign affairs. His political judgment is excellent, and his comments about the workings of the US diplomatic establishment are always insightful.

NATHANIEL DAVIS
Naval War College

Farrell, William Regis. *The U.S. Government Response To Terrorism: In Search of an Effective Strategy*. Boulder, Colo.: Westview Press, 1982. 142pp. \$20

While the battle against terrorism evokes the image of armed units engaged in a siege, there is an equally significant