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Professional Reading

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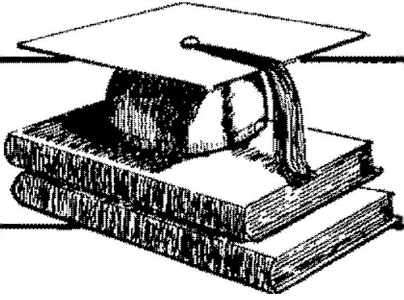
Malcolm W. Cagle

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PROFESSIONAL READING

Cagle, Malcolm W. *The Naval Aviation Guide*. 2d. ed. Annapolis: U.S. Naval Institute, 1969. 401p.

The second edition of *The Naval Aviation Guide* is an informative and comprehensive publication which contains many items of interest and value to the professional naval pilot. A glance at the table of contents will disclose a wide spectrum of subjects, most of which are arranged in a logical and interesting manner.

The serious reader of this publication could acquire the knowledge and understanding necessary to become a better pilot and naval officer as well as an ambassador of good will for naval aviation. For these reasons *The Naval Aviation Guide* should be on the bookshelf of every squadron commanding officer and department head.

The publication's weak point is chapter 4, wherein the authors and editors make the recurring mistake of equating "leadership" to the broader spectrum of "management." In formal management training throughout the Navy, the naval officer is taught that leadership, albeit important, is only one principle of the managerial function of directing. However, in various publications in the Navy, including this one, the reader is led to believe that all that is necessary "... to accomplish the Navy's mission through people ..." is to become a leader by mastering the art of leadership. Leadership's position and value in the overall picture seems to have been overstated at the expense of the other

principles of management and functions of a manager.

Admittedly, *The Naval Aviation Guide* may not be the appropriate place to present a short, informal course in management. Nonetheless, chapter 4 could be improved by avoiding the implication that mastering the art of leadership is a panacea for the managerial problems facing the Navy at the operator level. Instead, it should stress that leadership is a necessary part of management rather than vice versa. Leadership is not an end within itself, but only a means toward an end. Such phrases as "... effective leadership is based on personal example, good management and moral responsibility ..." would seem to indicate the converse.

In essence, this reviewer is arguing for a more realistic and pervasive approach toward "grass roots" management training within the Navy. It is believed that there is a better way to integrate behavioral theories with traditional management concepts without emphasizing only one aspect of the problem, i.e., leadership.

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Fenwick, Charles G. *Foreign Policy and International Law*. Dobbs Ferry, N.Y.: Oceana, 1968. 142p.

Professor Fenwick has written this volume ostensibly so that the "man in the street" will have a guide to enable him better to identify the interfaces