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## On Escalation

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The continuous front line and massive logistic complexes of World War II are too vulnerable and too tempting as nuclear targets for the aggressor. As an alternative, Dr. Heilbrunn turns to his theory of warfare in the enemy's rear, a free-wheeling, circling type of combat which seeks to disorganize and destroy enemy forces, and control territory without actually holding it, much as guerrillas do. And, of course, at no time must either side present an appropriate target for nuclear attack to his opponent; nor may he be too successful, lest the opponent launch nuclear war to avoid total defeat. The command and control problems of this type of warfare are recognized by the author, but apparently are not considered insurmountable. Be that as it may, even if NATO could fight a conflict in the manner that is outlined, the author makes very clear the point that a drastic increase in combat troops will be required because the defense can no longer contain a numerically superior attacker in conventional warfare in the nuclear age. The book is highly recommended to the student of NATO and of military tactics in general. The bibliography and documentation are excellent and comprehensive.

G.H. WINSLOW  
Commander, U.S. Navy

Kahn, Herman. *On Escalation*. New York: Praeger, 1965. 308 p.

As the result of a Martin Company contract to the Hudson Institute to study issues that might be of special interest to United States defense planners, Herman Kahn prepared one of the final report documents entitled, *On Escalation: Metaphors and Scenarios*. This extremely interesting and thought-provoking book is based on that original study by Herman Kahn. Both escalation, which is used to describe an increase in the level of conflict in international crisis situations, and negotiation are addressed in their important role in international relations. Specifically considered are the political, diplomatic, and military issues surrounding a conflict and the level of violence and provocation at which it is fought. This book is written in layman's language utilizing extremely simple metaphors, i.e., the "Chicken" or no face-saving example and the "Labor Strike" where both sides need each other. It focuses attention on the use and misuse of escalation tactics and strategies utilizing the escalation ladder encompassing the entire spectrum from ostensible crisis to all-out nuclear exchange as scenarios. The author acknowledges the fact that he cannot present all possible situations which might arise, but believes a realistic sample is

provided. He does not think that a nuclear war will necessarily result in a holocaust or that a single nuclear explosion will trigger a large-scale nuclear war. Herman Kahn feels that the many shades of grey up and down the spectrum are distinctly more of a possibility than a nuclear spasm. He also believes that United States political and military planning is weak in this area. He suggests some important planning factors which should be addressed by our national planners. *On Escalation* is recommended for military and political readers because of the insight that it furnishes into the many military/political situations which might confront the United States in the future.

W.D. CLARK  
Colonel, U.S. Air Force

Lapp, Ralph E. *The New Priesthood*. New York: Harper & Row, 1965. 244 p.

In an age characterized by wholesale innovation, wherein startling breakthroughs no longer startle and in which the impossible is just around the next research corner, the emergence of a work on the elite of the era was inevitable and, indeed, by now, has been a long time coming. Happily, Mr. Ralph E. Lapp, who has stepped into the breach with his volume *The New Priesthood*, equipped as he is both as a scientist in his own right and as a successful man of business, appears to possess the necessary background to address his subject with depth and validity. In *The New Priesthood* Mr. Lapp suggests that the widespread preoccupation with, clamor for, and even dependence on, new advances in all fields of science, from the most trivial to the most significant, portends grave danger to the continuity of the American democratic process as we know it. His "new priests," the scientists, are likened, in an easily believable way, to the medicine men of tribal societies in that they tend to hold tight to their specialized knowledge and to the jargon of their profession in an effort to impress and to awe both the public and its elected officials in a manner readily reminiscent of the witch doctors with their masks, rattles, potions, and incantations. It is Mr. Lapp's fear that the new "priests," as a class, take advantage of their currently emphasized importance coupled with the aura of mystery in which they operate to garner unto themselves not only prestige but (and it is here that "threat" enters as a consideration) an over-proportionate share in government appropriations and in decision-making opportunities in areas in which they have neither the right nor the competence to speak. As the only work