



## ***Hal Moore on Leadership: Winning When Outgunned and Outmanned***

**By LTG (Retired) Harold G. Moore and Mike Guardia  
Maple Grove, MN: Magnum Books, 2017, 155 pages**

Reviewed by LTC (Retired) Rick Baillergeon

For readers of *Infantry Magazine*, LTG Hal Moore needs no introduction. He was a legendary Soldier who made incredible contributions on and off the battlefield. These contributions were sparked by his tremendous leadership skills. Undoubtedly, Hal Moore belongs to a select group of individuals who could lead in any environment. Moore's thoughts on leadership are now captured in the superb volume aptly entitled *Hal Moore on Leadership: Winning when Outgunned and Outmanned*.

Every book has its own unique story as to its process of moving from an idea to eventual publication. Clearly, *Hal Moore on Leadership* had its own distinctive chronicle. Moore began crafting his words and thoughts on leadership several decades ago on a yellow legal pad. These words were then typed by his wife, Julie (the only person who could read his handwriting), onto an old Dell computer in Microsoft Word. As events transpired in Moore's life, the future book justifiably was put to the side.

Several years ago, Moore and his family felt it was time to complete the project. After some arduous work, they were able to retrieve Moore's words from the computer. However, they soon discovered that someone with a unique skill set was needed to assist in transforming these words into a book. Enter Mike Guardia.

Guardia truly possessed the credentials required to aid in this challenge. First, Guardia had established a superb reputation as a writer. This included a body of work comprising several award-winning volumes. Second, he served as an active duty Armor officer from 2008-2014. Finally, Guardia had already developed a relationship with Moore and his family. This association began many years earlier when he was crafting a biography on Moore aptly titled *Hal Moore: A Soldier Once... And Always*, which was published in November 2013. Guardia truly developed a bond with Moore during the book's research and preparation.

So what can readers expect from the volume? Both Moore and Guardia provide their thoughts on the volume's content, purpose, and value in the book's initial pages. Moore states, "This book is not an autobiography. It's not a 'how to' book on military leadership, the chapters include selected periods in my life. Covered will be leaders, leadership, and experiences which made life-long impressions on me; and lessons learned — most of which have application in all fields of endeavor."

Guardia adds his thoughts in the volume's introduction. He remarks, "*Hal Moore on Leadership* offers a comprehensive guide to the principles that helped shape Moore's success both on and off the battlefield. They are strategies for the outnumbered, outgunned, and seemingly hopeless. They apply to any leader in any organization. These lessons and principles are nothing theoretical or scientific. They are simply rules of thumb learned and

practiced by a man who spent his entire adult life leading others and perfecting the art of leadership.”

In order to capture these lessons and practices, Moore and Guardia have organized a volume which truly highlights Moore’s thoughts on leadership. They begin the volume by stressing what in Moore’s vast experience are his four basic principles of leadership. Moore initially developed these principles as a young officer serving in the Korean War. The principles are:

1. Three strikes and you’re not out.
2. There’s always one more thing you can do to influence any situation in your favor. And after that, there’s one more thing.
3. When nothing is wrong, there’s nothing wrong — EXCEPT there’s nothing wrong. That’s when a leader has to be the most alert.
4. Trust your instincts.

Each of the above principles is addressed in detail, and this chapter truly sets the conditions for the rest of the volume.

In regards to the remainder of the book, Moore and Guardia utilize it to provide readers with examples from Moore’s past in which leadership was at the forefront. He includes events which cover the period from his childhood until his retirement from the U.S. Army in August 1977. In between, they obviously focus on Moore’s combat tours during the Korean and Vietnam Wars. However, there are also many references to Moore’s garrison experiences which will resonate with many.

Throughout the book, readers will find dozens of “Moore Leadership Nuggets” inserted within the text. Moore and Guardia have highlighted these by using bold text or placing them in bulletized lists. They have aptly named these lists as, “Moore’s Observations, Lessons Learned, or Relearned.” For the reader, this is an excellent technique which greatly aids in finding these for future reference.

At about 150 pages, this is not a very long volume. However, it is an extremely powerful book and certainly not short on quality. It is a volume which will appeal to and greatly benefit a wide variety of readers. Be it on the battlefield, the boardroom, or the athletic field, leaders and future leaders will find this to be an invaluable book and tremendous resource. Unquestionably, there is much to be gained from reading *Hal Moore on Leadership*.