

BOOK REVIEWS



***Delivering the Goods. The Art of Managing Your Supply Chain.* Damon Schechter with Gordon Sander. John Wiley & Sons, 2002. Glossary, references, index. 254 pp.** Reviewed by Christopher B. Timmers.

Given our recent thorough, brilliant, and crushing defeat of Iraqi forces, including the humiliation of the “elite” Republican Guard divisions of Saddam Hussein, this book could have been good, or even great in terms of explaining the importance of logistics to military victories. It could have provided interesting or unique insights into the importance logistics in corporate warfare. Instead, the authors offer a fare of trite, poorly written clichéd prose that is irritating to read, glib, and sloppy.

The first part of the text deals with commanders in history who understood the importance of keeping troops supplied while on campaign. The authors give a fairly even assessment of various commanders as logisticians: Napoleon — poor; Alexander the Great and Julius Caesar — excellent; the Duke of Wellington — again, excellent; George Patton — the less said the better (although he had the annoying habit of always winning). But I couldn’t avoid the distraction of atrocious prose (or editing). On page 23, we read that Norman Schwarzkopf was “...no mean student of military history himself...” and just five pages later that Roman general Scipio Africanus was “...no mean commander himself.” On page 31, one reads that the failure to accord logistics and their proper role and importance “directly influenced the fourth Crusade of 1096.” Crusaders were unable to pay money-minded Venetians for shipping. “Unfortunately, American Express traveler checks had not yet been invented. No crusader should leave home without them.” Really? How cute.

An equally distracting passage occurs on page 45 when the authors discuss General Grant’s orders concerning the destruction of Confederate railways.

“‘Burn up the remainder of the Black River (railway) Bridge,’ he wrote to another subaltern later that spring...” Another subaltern? Subaltern is not a term used in the U.S. Army. It is British and refers to an officer below the rank of captain. A general commanding an army wouldn’t issue an order to a junior officer, but rather another general or a subordinate colonel. This sloppiness slows the pace of the narrative and makes the book more of a chore to read. But what about the civilian aspect of the book?

The balance of the book revolves around promoting what the writers call the Tri-Level view, a model “for viewing a company’s supply chain from a global perspective.”

This model features a top level — physical assets; a middle level — business processes; and a bottom level — measurements by which one tracks the physical flow of goods. Assets, processes, measurements are typical B school lingo that, only with difficulty, can be concretely applied to businesses. Yes, there are copious quotes from blurb writers on the jacket of the book and on its opening pages. But of the 17 endorsements on the opening pages, only five are from businessmen employed by real corporations. The balance are from academics, writers, or past government employees, including (and especially) William “Gus” Pagonis, the logistician whose efforts helped ensure victory in Desert Storm.

The study of logistics, its importance, and links between marketing and military campaigns can certainly be a worthy topic for both military men and civilian leaders. But for a fair, accurate, and scholarly treatment of these subjects, *Delivering the Goods* is not the text to consult. The definitive work is yet to be written.

***Devil at My Heels.* Louis Zamperini with David Resin. HarperCollins Publishers, Inc., 2003. 292 pp. \$24.95.**

Reviewed by Second Lieutenant James A. Capobianco, U.S. Army.

Devil at My Heels is the remarkable account of an ordinary man faced with extraordinary circumstances. “Lucky” Louis Zamperini has experienced a life filled with lessons for us all. His story is not a mere chronological autobiography, rather, it is a saga of a survivor who relinquishes hatred and finds personal redemption through forgiveness. As a troubled youth growing up in Torrance, California, Louie Zamperini found direction on his high school track team. His talents would lead him to a place on the 1936 Olympic team and forever shape his future.

As the reality of America’s entrance into WWII neared, Zamperini volunteered for service as a B-24 bombardier in the U.S. Army Air Corps. While flying a search and rescue mission, Zamperini’s plane malfunctioned and crashed over the Pacific. He and pilot Russell Phillips managed to survive 47 days on a rubber raft with no provisions amidst menacing swarms of sharks. Their only sustenance was collected rain water, three albatrosses and two shark livers. After having drifted more than 2,000 miles, they rejoiced at the sight of land; however, their excitement quickly turned to horror at the sight of an approaching vessel with a “Rising Sun” flag atop the mast.

Having been “rescued” by the Japanese, Zamperini was introduced to life as a POW. During his two years of captivity, “Lucky” Louie survived impending and almost certain decapitation; he endured beatings, torture, and humiliation which surpassed that of his peers. His name was withheld from the International Red Cross. He was declared killed in action by the United States Government and mourned as a national hero. The Japanese intended to exploit his fame; they treated him without mercy in hope that he would break and make propaganda broadcasts. Despite their repeated efforts, at no point did he acquiesce to the demands of his captors.

The Japanese proved that while they could degrade and humiliate his body, his will was indomitable.

Louis Zamperini returned as a war hero. He mingled with Hollywood stars and high society. He was leading a life he had earlier only dreamed of; yet, he simply could not vanquish the nightmares of his past and the haunting image of his most vicious captor — the “Bird.” Unable to bear the torment of his past, Louie turned to alcohol. He became a drunkard filled with rage and apathy. Having hit rock bottom, Louie searched within himself and found redemption through faith and forgiveness.

The memoir of Louis Zamperini is more than a story of survival; it is a testament to the human spirit. A man with meager beginnings, Zamperini demonstrated that a strong will coupled with tenacity and perseverance can overcome the mightiest of challenges. “Lucky” Louie began life as a hard-nosed loner, but he soon grasped that through dedication and teamwork an individual can gain personal validation while serving towards a higher good. This book is ideal for those who are in search of inspiration. It is a compelling account of a commonly flawed man who accepted the sacrifices of service and survived with honor.

***Theodore Roosevelt Jr.: The Life of a War Hero.* H. Paul Jeffers. Presidio, 2001. 282 pp. \$27.95.** Reviewed by Colonel Cole C. Kingseed, U.S. Army, Retired

Brigadier General Theodore Roosevelt, Jr., was a hero of two wars. The youngest regimental commander in the American Expeditionary Forces (AEF) of World War I, Roosevelt also served as assistant division commander of the 4th Infantry Division that landed on Utah Beach on D-Day. At the time of his unexpected death from a heart attack on July 12, 1944, Roosevelt had been scheduled to assume command of the 90th Infantry Division. His premature demise generated widespread praise from the senior echelons of the Allied Expedition Force (AEF). General George Patton called Roosevelt “the bravest Soldier I ever knew.”

In the first biography of the eldest son of the nation’s 26th president, former broadcast journalist and historian H. Paul

Jeffers has brought “Ted” Roosevelt to life. Having written several biographies of President Theodore Roosevelt, Jeffers is well-qualified to write a biography of the president’s eldest son. In a sense, the lives of father and son became intertwined, with both dedicated to a career of public service and both ultimately receiving the Medal of Honor.

Matriculating to Harvard in 1905, the younger Roosevelt accompanied his father to England following the ex-president’s departure from the White House in 1909. When Congress declared war against Germany in 1914, “Teddy” resigned his position as a partner in an investment backing firm and joined the Officers’ Reserve Corps. Within months, he was on his way to France as a result of a personal request from the ex-president to General John J. Pershing, the commanding general of the AEF. In France, Teddy earned his combat spurs, first in command of a battalion at Cantigny in May 1918, then as the 26th Infantry Regiment’s commander in the last weeks of the Meuse-Argonne offensive. By Armistice Day, he was himself a legitimate war hero with several recommendations for medals of valor.

During the interwar period, Teddy Roosevelt remained in the forefront of publicity. Always in the footsteps of his father, he struggled to measure up to the former president. In the process he helped organize the American Legion to generate national support for a national veterans’ organization and emerged as a prominent member of New York state politics. Subsequent assignments as assistant secretary of the Navy, governor of Puerto Rico, and governor general of the Philippines highlighted his public career. Defeated in his run for New York governor in 1924, Ted spent several years imitating his father by traveling the world in search of adventure and exploration.

In the early 1940s and with war clouds gathering, he petitioned Army Chief of Staff General George C. Marshall to return to active duty. Marshall complied and ordered Roosevelt to report to the 1st Division at Fort Devens, Massachusetts, as deputy commanding general. Now a brigadier general, Roosevelt performed with distinction, first in North Africa, then in Sicily. He deployed to England in June 1942 and never returned to the United States.

Regrettably, Jeffers dedicates a scant 50

pages to Roosevelt’s military career in World War II. Although his subject led a full life, Roosevelt’s actions in the 20th century’s greatest conflict cemented his place in history. As assistant division commander of the 1st Infantry Division, Roosevelt established his reputation as a hard-driving general officer who extracted the best from the men in the Big Red One. His subsequent relief, along with division commander Major General Terry de la Mesa Allen, in Sicily is relegated to two pages. To his credit, Jeffers dedicates a full chapter to D-Day, the day when Roosevelt — at 57 and the only general to hit the beaches in the initial assault wave — performed magnificently and was recommended for the Medal of Honor.

If the book has a setback, it lies in the fact that Jeffers is overly enamored of his subject. Roosevelt was as much responsible as Allen was for the 1st Division’s cavalier attitude that perturbed Bradley and led to the relief of the division’s two senior officers. More careful editing would also have enhanced the text. Bradley was not “the supreme commander” of the Sicilian campaign. These observations aside, Jeffers has written a fine biography that unfortunately leaves the reader asking for more detail on the war years of Teddy Roosevelt, Jr., and the command style that made him such a hero in the eyes of the Soldiers of the Big Red One.

***The Order of the Death’s Head: The Story of Hitler’s SS.* Heinz Hohne. Penguin Books, 2001. (Originally published in 1971.) 690 Pages, photos, maps. \$17.85, Softbound.** Reviewed by Colonel Cole C. Kingseed, U.S. Army, Retired.

No organization in human history has evoked universal condemnation so much as Hitler’s SS, the *Schutzstaffel* of the National Socialist Party. Over the course of the Nazi regime, the SS murdered millions of European Jews, manned the divisions that carried the death’s head symbol across Europe, and dominated virtually every aspect of German life. In the words of one junior SS officer, they considered themselves a “new form of religious sect with its own rites and customs.” History’s judgment is far harsher.

In the most complete analysis of *Reichsführer-SS* leader Heinrich Himmler's secret organization, German journalist Heinz Hohne has provided the most comprehensive history of the unit Hitler used in exercising dictatorial command of Nazi Germany. Organized in the summer of 1925, the SS evolved from a monolithic organization directed by the "demonic will of one man" to a "bizarre nonsensical affair, devoid of all logic." According to Hohne, the SS was a product of accident and automatism, dominated by idealistic criminals, place-seekers and romantics.

In tracing the evolution of the SS, Hohne begins in the turbulent post-war spring of 1919 in the aftermath of World War I. The same socioeconomic conditions that witnessed the rise of Hitler and the formation of the Nazi Party also bore witness to the growing influence of Himmler. By the time Hitler was appointed Chancellor in January 1933, Himmler had ingratiated himself to Hitler by demonstrating that he was the most qualified Nazi who was "so obviously preoccupied with his Führer's security." More than ever, Hitler came to rely on him as a man who could marshal the resources to execute the Führer's eradication of the European Jewry.

The Final Solution justified Hitler's increasing confidence in *Reichsführer-SS* Himmler. So dominant was the Order of the Death's Head, that one observer noted in 1945 that the Order had taken possession of all power in Nazi Germany, sometimes openly. By the end of 1944, only these two men mattered in Germany. As Hohne sees it, even Himmler succumbed to the perception of SS omnipotence. Viewing himself as the "crown prince" of the Nazi regime, Himmler gradually became as egomaniacal as the Führer. Appointed commander of Army Group Vistula to stem the irresistible Soviet advance in the spring of 1945, Himmler witnessed his eroding political influence within Hitler's inner circle. When he was replaced by another general on March 20, Himmler's vision of himself as warlord was extinguished. So too was his political influence.

Faced with the loss of Hitler's confidence, Himmler dissociated himself from his Führer and openly sought to save his own skin and that of the SS. By late April, Hitler discovered that Himmler had

been in secret communications with the Western Allies to arrange a negotiated settlement of the war. Hitler summarily dismissed him, branding him as a traitor to the Nazi regime. Two days later, Hitler was dead, followed by Himmler's own suicide on May 23 after his capture by British military police. With Himmler's death, so too died the SS Order which Hohne characterizes as "the fearsome instrument, symbol of an epoch, one that had reflected all the crime to which men can be led by lust for power, glorification of the State, the cult of personality, and indiscriminating servility."

In the final analysis, Hohne has provided a superb history. Separate appendices outline the efficacy of the SS in the destruction of the European Jewry. Equally intriguing is Hohne's assessment of why Germans joined the SS and remained so fanatically devoted to its precepts. According to the author, German males enlisted to satisfy two innate yearnings peculiar to the German nation: to belong to a military community promising fame, security, and the glitter of martial exercises, and to form part of an elite, an all-powerful secret society. The SS Order provided the answer to such daydreams and juvenile aspirations.

Has Germany learned its lesson? Hohne doesn't offer an answer, stating simply that the history of the SS will continue to haunt Germany by its terrifying lust for power.

***Phantom Soldier: The Enemy's Answer to U.S. Firepower.* H. John Poole. Posterity Press, 2001. 338 Pages. \$14.95, Softbound.** Reviewed by Lieutenant Colonel Harold E. Raugh, Jr., U.S. Army, Retired.

The middle of the 20th century seems to have marked a watershed in patterns of warfare. Before that time, and most notably in the 19th century, non-Western armies wanting to fight Western armies had to adopt Western military discipline, tactics, training, and technology to avoid defeat.

Since the end of World War II, this pattern has begun to change. Western armed forces fighting non-Western opponents have been defeated, as were the French in Vietnam and in Algeria, the Soviets in Afghanistan, and the Americans in Vietnam, Lebanon, and Somalia. Author H. John Poole, a former U.S. Marine Corps staff NCO and small-unit trainer, reveals

numerous aspects of the Oriental and other non-western ways of warfare in which Soldiers, during heavy fighting, have "disappeared." These Oriental "phantom Soldiers" — whether they were the "hidden" Japanese defenders of Iwo Jima in 1945; the Soldiers of no fewer than 10 Chinese divisions who infiltrated into North Korea in 1950 without being detected by U.S. reconnaissance aircraft; or the vanishing "besieged" North Vietnamese Army units in Hue City in South Vietnam in 1968 — have learned their craft well and are formidable adversaries.

This interesting study is divided into three main sections: "The Eastern Way of War," "The Differences in Tactical Technique;" and "The Next Disappearing Act." Drawing heavily upon the writings of Sun Tzu, Liu Tao, Mao Tse-tung, Vo Nguyen Giap, and other philosophers and practitioners of the military art, the author describes differences in Eastern and Western strategy and tactics and their application. "While the West doggedly applies what it has learned about itself in peacetime," notes the author, "the East flexibly applies what it learns about itself and its adversary during the actual fighting."

Eastern tactics are revealing and interesting. Eastern infantry units are versatile — equally adept at guerrilla, mobile, and positional warfare — and small-unit commanders are permitted to exercise significant flexibility and initiative. The Oriental commander, according to this study, is able to maximize the fighting capacity of his unit by adjusting its formation or battle array, advantageous positioning, responsiveness, and controlling the enemy. Deceptive measures and delaying techniques, in urban, defensive, and offensive situations, are also described and assessed in detail using many historical examples, maps, and diagrams.

The March 2002 outcome of Operation Anaconda in Afghanistan strongly suggests the U.S. Army needs better and more flexible leadership and more imaginative and inspired — and less rigid and dogmatic — tactics and training. The Eastern warrior, a master of stealth, deception, and flexibility — as characterized in the thought-provoking *Phantom Soldier* — and his tactics, are worthy of study and possible emulation and should not be underestimated.