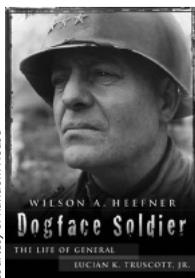


been an issue in our politics. On the other hand, sectionalism—specifically a north-south split over slavery—subsequently poisoned the country.

More than previous works on the making of the Constitution, Beeman analyzes the framers and slavery, “the paradox at the nation’s core.” His discussion is thorough and sensitive. The framers’ disagreements over slavery centered not on morality, but on questions of property rights, and the distribution of power between north and south. He sadly, but judiciously, concludes that there were “no moral heroes” on this issue and that our Founding Fathers were “prisoners of the prevailing economic forces and social attitudes of their time.”

Beeman tells an old story well and in a way that suggests valuable lessons for our own time. The framers were accomplished and opinionated men, yet they largely succeeded in “checking their egos” at the door. They could be highly partisan and often disagreed vehemently, yet their disputes never degenerated into the rageaholic behavior that lately has become distressingly common in our politics. And those today who insist on sticking to the framers’ “original intent” might reflect on how frequently they were divided over and tentative about the precise meaning of many of the Constitution’s parts. Yet, while not achieving perfection, they did indeed move in the direction of “a more perfect union” and Beeman is correct to conclude that their legacy remains an “extraordinary accomplishment.”



Courtesy of Random House

Columbia, MO:
University of
Missouri Press, 2010

392 pages

\$34.95

Dogface Soldier: The Life of General Lucian K. Truscott, Jr.

by Wilson A. Heefner

Reviewed by Colonel Cole C. Kingseed, USA, Retired

In considering the value of service rendered by the senior officers in the European and Mediterranean theaters of operations during World War II, General Dwight D. Eisenhower ranked Lieutenant General Lucian K. Truscott, Jr. second only to George S. Patton, Jr. as an army commander. Army chief of staff General George C. Marshall also gave Truscott exemplary remarks as an able fighter in the Mediterranean, citing Truscott’s “flair for bold and decisive action.” Surprisingly, no definitive biography of this remarkable soldier exists in the sixty-five years since the war ended. In *Dogface Soldier: The Life of General Lucian K. Truscott, Jr.*, Wilson A. Heefner corrects this imbalance.

Heefner, a retired physician, spent forty-one years in the Army as an enlisted soldier, infantry officer, and medical officer in the Regular Army, Army National Guard, and US Army Reserve. He is no stranger to military biography, having written *Twentieth Century Warrior: The Life and Service of Major General Edwin D. Patrick* and *Patton’s Bulldog: The Life and Service*

of General Walton H. Walker. *Dogface Soldier* is Heefner's most ambitious project to date.

In writing *Dogface Soldier*, Heefner draws heavily on Truscott's two autobiographical memoirs, *Command Missions: A Personal Story* and *The Twilight of the U.S. Cavalry: Life in the Old Army, 1917-1942*. Heefner supplements his research with a plethora of archival sources consisting of private collections, personal interviews, and published and unpublished sources. The net result is the most authoritative biography of Truscott yet written. Of special interest to *Paramters'* readers will be Truscott's post-World War II career during which he served as military governor of Bavaria and as a senior Central Intelligence Agency representative in West Germany and later as CIA Director Allen Dulles's deputy for coordination in Washington, DC.

Heefner's Truscott emerges from the pages as the consummate battlefield commander, who demonstrated an ability "to think like" the unit that he commanded. A product of the first Officers' Training Camp conducted during World War I, Truscott selected cavalry as his branch of service. On duty with the 17th Cavalry Regiment, Truscott saw active service on the Mexican border before his unit deployed to Hawaii in 1918. Aside from actively participating in the polo matches that had long been popular in the islands, Truscott's overall service as a junior officer was undistinguished. Returning to the mainland in 1921, Truscott took full advantage of the interwar army's emphasis on institutionalized professional education, graduating from the Command and General Staff School and the US Army War College with an admirable academic record.

Despite his personal preferences to the contrary, Truscott reluctantly accepted assignment to the War Department's General Staff for duty with the IX Corps at Fort Lewis, Washington, in 1941. There, Truscott came in contact with Eisenhower and Brigadier General Mark Clark, two officers who would play a significant role in Truscott's future advancement. When war began in December 1941, Clark, now chief of staff of the Army Ground Forces, summoned Truscott to Washington. Truscott's mission was to join a select group of officers to join the staff of Vice Admiral Lord Louis Mountbatten, commander in chief of the Combined Operations Headquarters responsible for the British Commandos and for British amphibious training. It was the beginning of what Truscott described laconically as "four eventful years."

Truscott's exemplary record during those years needs little recounting here. His service with Mountbatten led to the formation of the American Rangers. During Operation TORCH, the invasion of North Africa, Truscott commanded a regimental combat team as part of Patton's Western Task Force. Personally selected by Ike to establish an advance command post to coordinate future operations, Truscott performed brilliantly, leading to his assignment as commanding general of the 3d Infantry Division on 3 March 1943. His stock had risen in Eisenhower's eyes on the invasion of Sicily to the point that Ike characterized the 3d Division as "the best unit we have over here. The men are tough, enthusiastic, well disciplined . . . Truscott is the quiet, forceful,

enthusiastic type that subordinates instinctively follow . . . and his relations with his opposite number in the Navy are the best.”

In Sicily, Truscott mastered the art of amphibious operations and the division's soldiers advanced farther than any other Allied unit due in no small part to Truscott's emphasis on physical training and extended field marching, the so-called “Truscott Trot.” Combat in Italy as part of Clark's Fifth Army added to Truscott's battlefield laurels. Small wonder that Clark tapped Truscott on 22 February 1944 to succeed VI Corps commander Major General John Lucas, who was relieved without prejudice in the aftermath of the Anzio landing. Immediately, Truscott visited the forward elements, revamped the artillery fire support plan, and restored the fighting spirit of VI Corps. Within weeks, Truscott stabilized the front and led the corps in a massive counterattack that, along with Clark's advance up the peninsula, led to the capture of Rome in early June.

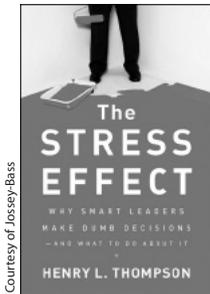
Truscott's service in the Mediterranean theater was not finished. In August, he commanded a three-divisional assault force as part of Operation ANVIL, the invasion of southern France on 15 August 1944. When Clark was elevated to command 15th Army Group in November 1944, Army chief Marshall nominated Truscott to succeed Clark in command of Fifth Army. Returning to Italy, Truscott led Fifth Army with characteristic distinction until the Nazis capitulated in May 1945. By war's end, Truscott was the only officer in the American Army who had commanded a regimental combat team, an infantry division, a corps, and a field army over the course of the conflict.

Truscott's most moving tribute to the dogface soldiers whom he had led in combat occurred on Memorial Day, 1945, when he motored to Anzio to deliver the Memorial Day address at the temporary cemetery serving as the resting place for roughly twenty thousand men killed in the fighting during the Italian command. Turning his back on the assembly of senior politicians and officers, Truscott addressed not the guests but the graves, apologizing to the dead for their presence in the cemetery. Bill Mauldin described it as “the most moving gesture I ever saw. It came from a hard-boiled old man who was incapable of planned dramatics.” It was, however, vintage Truscott.

To his credit, Heefner also addresses the more controversial aspects of Truscott's career, including allegations of excessive drinking. One detractor characterized Truscott as “an ill-tempered Texan, who was steeped in self righteousness” and who owed his professional advancement to his close association with Eisenhower and Clark. Far more serious was Truscott's seemingly unwillingness to hold General Ned Almond, an avowed racist who commanded the largely African-American 92d Infantry Division, accountable for the division's poor performance. Here Heefner interjects his personal belief that Truscott's comments about the unreliability of the black infantry elements of the 92d ID did not reflect Truscott's personal racial bias, but rather the accepted “racial mindset” that characterized the US Army of World War II.

On the debit side, *Dogface Soldier* contains excessive military terminology and the maps are of mixed quality. More suited for avid military historian

than the general public, *Dogface Soldier* nevertheless fills an important gap in military historiography. These observations aside, Heefner has produced a comprehensive biography of a soldier arguably considered as one of America's most highly-rated battlefield commanders in World War II. We remain in Truscott's debt for his distinguished service during the century's bloodiest conflict. We are in Heefner's debt for introducing "this great soldier and patriot to a new generation of military historians."



San Francisco:
Jossey-Bass, 2010

329 pages

\$26.95

The Stress Effect: Why Smart Leaders Make Dumb Decisions—And What to Do About It

by Henry L. Thompson

Reviewed by Colonel Charles D. Allen, USA, Retired,
Assistant Professor of Cultural Sciences, US Army War College

There are several recent books and articles that explore leader failures, often attributing to them bad behavior, character flaw, or dysfunction. *The Stress Effect* offers a different approach and perspective that may be useful to leaders and managers across several domains.

The author has impressive credentials garnered from three careers, which provide a unique perspective on the topic of leader decisionmaking ability. Dr. Thompson began as a military officer whose experiences extend from Vietnam to assignments in the Center for Army Leadership, then as a university professor and psychology department chairperson, and now as a leadership consultant with his own firm.

The book is intended for those interested in leader development and organizational dynamics. Some chapters will be more comfortable for readers with backgrounds in industrial and organizational psychology or organizational behavior. Leadership practitioners will be tempted to jump right to the latter chapter, "The Seven Best Practices to Prevent Stress"—that would be a mistake. That chapter is an integration of a number of best practices introduced in several other books so nothing new is presented. The uniqueness is the use of the acronym **ARSENAL** to frame the practices—**A**wareness, **R**est, **S**upport, **E**xercise, **N**utrition, **A**ttitude, **L**earning. However, to appreciate how this framework may be useful, all readers should expend the requisite effort with the earlier chapters.

As befitting an academic, Thompson provides a primer on several high-level constructs presented in this book. He includes a literature review of the seminal theories of psychology combined with research findings on how individuals process information (perception and assessment), what drives them (motivation), and how they use the information to achieve goals (action).

The material in the early chapters will be familiar to former faculty of at least two senior level colleges. Most of our strategic leadership curriculum is based on the work of Elliott Jaques's *Stratified Systems Theory* and the research