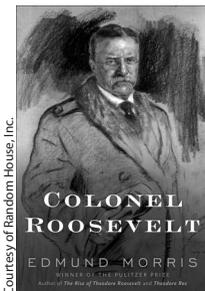


attracting the right kinds of people to perform the missions anticipated in the post-industrial age will present increasing challenges.

At a cost of \$85.00, and given the ephemeral nature of the statistical studies at the heart of what started out as working group findings presented at a conference in 2009, this is an unlikely candidate for an individual's bookshelf. If it is available at one's local library, it would be worth the time to peruse those chapters that are of particular interest. The current Euro Zone crisis will certainly drive new studies with updated findings that will be readily available in military and academic journals.



Courtesy of Random House, Inc.  
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766 pages

\$35.00

## **Colonel Roosevelt**

by Edmund Morris

**Reviewed by Leonard J. Fullenkamp, COL (USA Retired)**, Professor of Military History, US Army War College

**C**olonel *Roosevelt*, the final installment in Edmund Morris's three-volume biography of our 26th president, covers the last decade of Theodore Roosevelt's (T.R.'s) life, spanning the events between 1909, when he left the White House, and his death in 1919. Had T. R., Harvard graduate, New York State Assemblyman, rancher, big-game hunter, explorer, author of more than 20 books,

Civil Service Commissioner, New York City Police Commissioner, Assistant Secretary of the Navy, Spanish American War hero, Governor of New York, Vice President and President of the United States, to mention only some of his achievements, lived the life of a recluse for the first 50 years of his life, it would be no exaggeration to observe that he had packed a lifetime's worth of living into 10 years.

In *The Rise of Theodore Roosevelt*, which won a Pulitzer Prize, Morris examined T. R.'s early life, his rise to political and military prominence, and concluded with his ascendancy to the Presidency following the assassination of William McKinley. Volume two, *Theodore Rex*, published in 2002, covered the White House years. The long hiatus between the first and second books on T. R. can in part be explained by Morris's work on his biography of another president, *Dutch: A Memoir of Ronald Reagan*. One need not have a familiarity with T. R.'s life before and during his years as President in order to enjoy *Colonel Roosevelt*. Morris, an accomplished biographer, is careful to provide context, and, where necessary, biographical details on the various friends, acquaintances, antagonists, protagonists, and others who figure prominently in the narrative.

*Colonel Roosevelt* (the title by which he preferred to be addressed after leaving the White House) begins with a chapter-length prologue that chronicles T. R.'s six-month Africa Expedition. His epic journey began in British East Africa (modern-day Kenya), progressed into the heart of Africa, across Lake

Victoria to the head waters of the Nile River, and concluded with a descent down the great river to Egypt and the coast. Along the way, T. R. collected specimens for the Smithsonian Museum's collection (while substantially reducing the big game population along the way) and visited historical sites, even as he prepared for a speaking tour that would take him to the major capitals of Europe.

In Rome, Paris, Berlin, and London he addressed prestigious academic and scientific societies, while rubbing elbows with monarchs and politicians, quite literally so when at the end of his journey he represented the United States in London at the funeral services for King Edward VII. Upon his return to the United States in June 1910, where he was met by cheering and adoring crowds, he was hailed in both the domestic and foreign media as "the most famous man in the world." What possibly could the youngest man to have held the office of president (to that time) choose to do with his life that would be a suitable encore? Ironically, on his first day in the White House in 1901, T. R. had considered this very question, concluding that whatever he did he did not "want to be a loose cannon." Seven and half years later, having served the balance of McKinley's term and one of his own, he chose not to run again. Convention dictated, but no law required, that he relinquish the office after two terms. Seeking to perpetuate initiatives in conservation, government, and political reforms, an interlocking patchwork of initiatives collectively styled as the "progressive" movement, he engineered the succession of his hand-picked candidate, William Howard Taft. Hardly a year would pass before T. R., disappointed with Taft's policies and lackluster leadership, sought a return to the White House, a quest that dominated the narrative for the rest of his life.

Morris chronicles Roosevelt's campaign to claim the Republican Party's nomination in 1912, only to see the party bosses and his dearest political friends desert him in favor of Taft. Denied the nomination, T. R. bolted the party, formed the "Progressive" or "Bull Moose" party, and ran on a platform of policies that to many in the rank and file, seemed to embrace "socialism." Taft and T. R. lost the 1912 election to Woodrow Wilson and the Democrats. Temporarily out of politics Roosevelt turned to making a living with his pen. A prolific author, T. R. wrote books on history, biography, travel, natural history, chronicles of his various travels, his exploits in the west, but always he was quick to return to political commentary, confirming that, as Abraham Lincoln once observed, "Once that presidential grub gets to gnawing on a man there's no stopping it."

Between political campaigns, Roosevelt in 1916 undertook one of the most remarkable journeys in a life already brimming with remarkable exploits. Accompanied by Kermit, his eldest son, who was likewise a veteran of the African expedition, Roosevelt traveled to South America and deep into the heart of Brazil, where he proceeded to explore an unmapped tributary to the Amazon River. His arduous journey through disease-infested, steaming rain-forest, down an uncharted river teeming with rapids, nearly cost him his life. Ultimately he emerged from the jungle having lost a third of his body weight and was near death from disease and injuries incurred during the journey.

Morris's skills as a biographer and expert storyteller are at their best in these chapters. Indeed, the reader literally feels T. R.'s exhaustion, elation, and relief at the end of this journey.

While never losing its focus on Roosevelt, Morris skillfully weaves a narrative that describes the deteriorating situation in Europe that would lead to the Great War in 1914. T. R.'s belligerency, his call for action, and preparations for war contrasted starkly with Wilson's aloof, detached pacifism. One of the most interesting threads of the narrative concerns the emergence of views in various political camps about the creation of an international body to confront threats to peace and security. Both T.R. and Wilson supported the idea, but from different points of view. Whereas Wilson believed that reasonable men could settle differences rationally and amicably, T.R. insisted that any such body must have the capability of enforcing, with force if necessary, its arbitration of disputes.

Roosevelt allowed himself to be drawn back into the political contest for the White House in 1916, only to suffer the humiliation of seeing the nomination go to a colorless party regular who Wilson soundly defeated. As the war in Europe raged, so did Roosevelt in his writing and political advocacy. Beginning in 1914 and for years afterward, Colonel Roosevelt, with unbridled confidence in his military leadership abilities, beseeched the Wilson administration to allow him to raise a division of cavalry for immediate deployment to Europe. Although his offer was politely but insistently refused, he reiterated it when the United States finally entered the war in 1917. Unable to go himself, he took great pride in the fact that all four of his sons volunteered for service, and ultimately all saw combat in Europe. The death of his youngest son, Quentin, came as a terrible blow and likely contributed to his declining health. A battery of diseases of the heart and lung led to his passing shortly after his 60th birthday in January 1919.

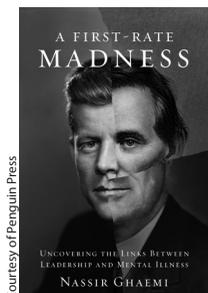
In the epilogue, Morris not only offers a measure of his subject, but offers as well a survey of the works written by and about him. The 570 pages of text are followed by 150 pages of endnotes, crammed with information so interesting as to be worth a reading on their own. For example, one note summarizes the eight safaris that comprised the Africa Expedition, with details on the numbers and kinds of animals taken, places visited, people met, etc.

Although Morris's knowledge of his subject is extraordinary, it is not, as he is quick to admit, unlimited. He often admits to his inability to explain definitively T. R.'s words or actions. At these times one is reminded of Napoleon's observation that "History is made up of material facts and moral intentions." And that, "often the historians cannot agree on the facts, and moral intentions can never be known." Even when buttressed by voluminous research (over 430 pages of endnotes and bibliography in the three volumes) Morris refuses to assume "moral intentions." Where he believes he has cause to opine he does so, but only so far as his research allows, and not one step beyond.

In closing, *Colonel Roosevelt* may be read as the third act of a great life, or as an interesting and thrilling story about a decade in the life of an incomparable

American statesman, explorer, politician, author, adventurer, and father. Those with time will want to, as I have done, read Morris's first two volumes on T. R., as each is as enjoyable as the third.

Reading back over what I have written I realize I forgot to mention that T. R. narrowly escaped death at the hands of an assassin when he was shot in the chest, point-blank, during a campaign stop in Chicago. Come to think of it there are many other things I would call to the reader's mind, but rather than do so, best to close by simply strongly recommending the book as a gem to be read.



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340 pages

\$16.00

## ***A First-Rate Madness: Uncovering the Links Between Leadership and Mental Illness***

by Nassir Ghaemi

**Reviewed by Charles Allen, COL (USA Retired),**  
Professor of Leadership and Cultural Studies, US Army War College

The title of the book bends the quip about an iconic American leader, President Theodore Roosevelt, who was described as “having a second-rate mind, but a first-rate temperament.” Teddy Roosevelt, even with his quirkiness, seemed to have the right presence of mind to lead the nation into the changing environment and uncertainties of the dawning twentieth century. The author, Dr. Ghaemi, offers a provocative premise—individuals who experience mental illness are better suited to lead organizations, societies, and nations more so than “normal” people. He presents a counter proposition that individuals who are mentally healthy can be successful leaders in times of stability and certainty but fail during times of crisis.

The author has substantial credentials as practicing psychiatrist and director of the Mood Disorders Program at Tufts Medical Center, teaching faculty member at Harvard Medical School, and writer of numerous articles and books on mental illness. His charter seems an attempt to validate the approach that combines psychiatry with history (so-called psychohistory). The “hook” of the book and his approach are the links to the examination of senior leadership and discerning the traits of successful leaders. In this very readable work, the author effectively integrated his academic experience—in history, philosophy, medicine, and psychiatry—with a pragmatic application in an effort to identify leadership potential.

As is common in most texts in the leadership domain, the author asserts there are four characteristics required for successful leadership during crisis: realism, creativity, empathy, and resilience. Realism recognizes the brutal facts and challenges of the environment. Creativity generates other perspectives, potential methods, and innovative solutions to address emerging problems. Empathy provides an understanding of those people being led, partners, and adversaries. Resilience allows facing and overcoming obstacles—personal, organizational, and societal. Dr. Ghaemi posits these leadership characteristics