

Index

A

Abilene (Kansas), 3–4, 14
Abizaid, General J., 283
Academic concurrence, 50–51
Action: commitment to, 50–51;
 expenditure and, 58–59; imperative for,
 45–46; taking the leap to, 72–74,
 207–209
Ad hoc methods, use of in achieving
 objectives, 85
Administration, separating application
 from, 160
Admiration, other people's, 233
Advice giving, 162–164
Advisers, outside, 89
African American soldiers, 53, 255–256
Afrika Korps, 71
Agreement: getting to, 25; in principle
 versus in fact, 50–51
Alexander, General H., 162–164, 173, 178,
 181
Allied Expeditionary Force: April 20, 1945
 message to, 264–265; August 14, 1944
 message to, 225–226; August 29, 1944
 message to, 228–229; D-Day messages
 to, 210–213, 214; December 22, 1944
 message to, 250–252
A.E.F. Radio Broadcast Service, 199–200
Allies, recruiting, 80–81
Allies (The): conflicts among, 12, 44,
 52–53, 177–178, 266–269; defeatism
 among, 42; priority setting for, 26,
 27–28. *See also* Allied Expeditionary
 Force; Anglo-American relations
American Battle Monuments Commis-
 sion, 7
American forces, November 8, 1943
 message to, 152–154
American Revolution, 41

Andrews, General, 181
Anglo-American relations: leader
 identification and promotion for,
 53–54; in Operation Overlord
 planning, 177–179; prejudice in, 52–53,
 112, 175–177; problems in, 71–72,
 223–225; rapport building for, 44,
 53–54; single command and, 136,
 275–276
Anglophobia, 71, 112, 175–177
Antwerp (Belgium), 230
Apology, 175–177
Appeals, 183, 225–226
Ardennes. *See* Battle of the Bulge
Army Chief of Staff, Eisenhower's
 appointment to, 13
Army War College, Eisenhower at, 1, 7,
 126
Army War Plans Division, 15
Arnold, General H. "Hap", 174–175,
 218
Assets: using wisely, 192–193; working
 versus leaving idle, 91
Authority: asking others to cede, 174–
 175; cooperation and, 135–136;
 earned consent and, 33–34; job
 titles and, 99; personality and, 36;
 persuasion and, 63; single-command
 approach to, 73–74, 134–136. *See also*
 Power
B
Backsliding, 131–133
Badoglio, P., 131, 282
Barnett, L., 110–111
Bastogne (Belgium), 239, 241–242
Battle of Anzio, 163, 180
Battle of Kasserine Pass (Tunisia), 92,
 105–109

- Battle of the Bulge (Ardennes): African American soldiers in, 255–256; approaching, as opportunity, 209–210, 241–242, 250–252; conduct of, 244–246, 247, 250–252, 253, 255–256; Montgomery and, 239, 247–250, 249, 253; Patton and, 197, 241, 242, 250; profit from, 259; surprise and, 271–272; victory fever and, 12, 146, 239, 241, 250
- Battle of the Ruhr, 264–265
- Battlefield visits, 215
- BBC, 200
- Belle Springs Creamery, 4
- Bennett, Private P. G., 156–157
- Berlin, Soviet capture of, 13, 239–240, 261–262
- Best, demand for, 99–100
- Big picture, 34–35, 182, 211
- Black boxes, 125
- Blame, 133–134, 208–210, 220–221, 245–246
- Blumenson, M., 194, 242
- Bohn, J. J., 218–219
- Boldness, as a leadership trait, 185
- Booth, J. J., 155, 157–159
- Bosnia, 282–283
- Bottom line, performance evaluation for, 69
- Bradley, General O. N., 146, 277, 281; Battle of the Bulge and, 239, 241, 244, 245–246; on Berlin occupation, 240, 261; communications to, 204, 215–216, 244; conflict between Montgomery and, 131, 253–254; leadership qualities of, 126–127, 265–266; Tunisia conquest and, 114–115
- Breathe, remembering to, 63–64
- Brereton, L. H., 190, 218
- Bristow, J. L., 4
- Burn, J. W., 172–174, 178–179
- Butcher, H. C., 45–46, 67, 68, 92, 93–94, 133–134, 209
- C**
- Camp Colt, Pennsylvania, 5
- Camp Meade, Eisenhower at, 5–6
- Capri, Island of, 159
- Cassino, M., 204
- Casualties, 114–115, 158, 205–206
- Cause, inspirational, 41–42, 151–152
- Caution, distinguished from timidity, 46
- Celebration, 264
- Censorship, 111, 258. *See also* Information control
- Central Command (CENTCOM), 283
- Chairman of a Board, Allied commander as, 136
- Challenge, for high performance, 68–69
- Chandler, A. D., 14
- Change, of tactics, 56–57, 171–172, 257–258
- Charts, use of diagrammatic, 34–35
- Cheerleading, as key to motivation, 166–168
- Chief executive officer (CEO), Eisenhower's position as analogous to, 1–3
- Christman, D., 281–285
- Churchill, Sir W., 90, 173, 275, 282; on Anglo-American relations, 71; de Gaulle and, 267; 1942 cable to, 75–76; 1944 letters to, 179–180, 190–191, 199–200, 223–225; Operation Avalanche and, 145; Operation Overlord and, 129, 131, 179–180, 190–191, 199–201, 223–225, 236; on political involvement, 81; Vichy collaboration and, 78; war plan of, 10, 15–16, 45, 46
- Churlishness, 149
- Civil War, 13, 189
- Clark, M. W., 71, 77–79, 138; Eisenhower's admiration of, 126–127; objection to reassignment of, 90–91
- Clark, W., 282–283
- Cold War, 14
- Colebaugh, C. H., 188
- Colliers, 188
- Colmar pocket, 244–245
- Columbia University, Eisenhower as president of, 13
- Combined Chiefs of Staff, 73, 184, 224, 233–234, 246–247, 257–258, 268–269, 277
- Comfort, dangers of, 147–148
- Command and General Staff School, Eisenhower at, 1, 6–7
- Command presence, 36
- Commanders: authority of air *versus* ground, 174–175; evaluation of, 125–127; fine balance in, 92; handing off responsibility to, 247–250; units as reflections of, 69–70. *See also* Leaders; Superiors
- Commitment: to action, 51; to the cause, 41–42, 151–152; everlasting, 52–53; insistence on honoring, 131–133, 150–151; mental and physical preparation and, 123–124; to strategic

- plan, 60–63; to tactical plan, 171–172; to winning, 30, 150–151, 167–169. *See also* Focus
- Committee of the American Society of Newspaper Editors, 258
- Committee system of command, 104, 136
- Common voice, as means of maintaining morale, 199–200
- Communication: constant, 86, 252–253; with front lines, 86, 108–109, 252–253; misrepresentation of, 256–257; openness to, 231; of stakes, 263–264. *See also* Information headings
- Compartmentalization, of private versus public life, 29, 66
- Complex problems, simplifying, 21
- Compromise: to achieve objectives, 77–79, 85; to achieve priorities, 48–49, 180, 189, 261–262; art of management and, 16–18; dynamic management and, 48–49; between military and political priorities, 120–122, 130; resource scarcity and, 48–49, 180; trade-offs and, 191–192
- Concentration camps, 263–264
- Confidence: authority and, 63; moving from crisis to, 250–252; promotion to inspire, 245–246; in subordinates, 79–80, 106–107, 219. *See also* Victory fever
- Conflict: among Allies, 12, 44, 52–53, 71–72, 177–178, 223–225; depersonalizing, 223–225, 253–254; jurisdictional, 184; personality, 12, 44, 52–53, 131, 172–174, 177–178, 266–269, 271–272
- Conner, F., 50–51, 52; as Eisenhower's mentor, 6, 21; on single command, 18–19
- Consistency, foolish, 60–61
- Cooperation, 134–136, 179, 232–233
- Cortés, H., 21
- Creativity, allowing freedom for, 57–58
- Crisis: adherence to strategic plan during, 62; confidence in, 250–252; decision making in, 96; of multiple conflagrations, 26–28; in personnel management, 196–197; transforming, into opportunity, 209–210, 241–242, 250–252; troubleshooter for, 199
- Criticism: accepting, for subordinates, 220–221; inviting, 192, 220–221; packaging of, 101–103
- Cronyism, 87, 111–112
- Cross-training, 244
- Crusade in Europe* (Eisenhower), 16, 18, 20, 21, 22, 23, 28, 35, 37, 41, 42, 46, 51, 56, 57, 58, 60, 61, 62, 65, 69, 83, 138, 147, 155, 240, 252, 272, 273; reference on, 14; writing of, 9, 13
- Crusaders, 14, 113–114, 210–213
- ## D
- Darlan, J.-F., 11, 71, 78, 80, 84, 96, 281
- Data presentation, 34–35
- Davidson, G. H., 183
- Dawley, E., 137–138
- D-Day, 11, 129–130, 164, 207–214. *See also* Operation Overlord
- De Gaulle, General C., 78, 173, 266–269, 281
- De Lattre (General), 267–268, 277
- De Tassigny, J. de L., 244–245
- Deadwood, 94–95
- Decisions: action imperative and, 45–46; capturing, 23–24; communicating the basis of, 230–231; incisive, 207–209; moral compass for, 96; trade-offs and, 190–191
- Decisiveness, 155–159
- Defeatism, 42
- Definition, 28
- Delegation, 56, 93, 252
- Democracy, 211
- Demotion, 94–95. *See also* Dismissal
- Denison, Texas, 3
- Dependability, 126
- D'Este, C., 71, 195, 196, 208, 241
- Devers, J. L., 183, 244–245, 267–268, 270
- Dill, J. G., 146
- Direct methods, 52
- Discipline, 67, 116–118, 273–274
- Disclosure, 221–222
- Dismissal: contemplation of, 138–139; of deadwood, 94–95; for failure, 105, 137–138; of friend, 197–198; for poor performance, 215–216, 218–219
- Distinction, markings of, 203–204
- Distinguished Service Medal, 5
- Dogs, 170, 171
- Doolittle, General J. H., 74, 222–223
- Doubt, 192
- Dunkirk, 129
- Duty, 116–118
- Dykes, J. H., 111–112
- ## E
- Economic reality, 180
- Ego, looking beyond, 172–174, 179, 181–182

- Eisenhower: A Soldier's Life* (D'Este), 71, 195, 196, 208, 241
- Eisenhower, Arthur B., 63–64, 150–151
- Eisenhower, David Jacob, 3, 4; death of, 29, 144
- Eisenhower, Doud Dwight (Ikky), 5
- Eisenhower, Dwight David (Ike):
biographical overview of, 3–11; birth date and birthplace of, 3; death of, 14; education of, 1, 4, 6–7; leadership contributions of, 1–3, 281–285; military objective of, 13, 130; parents of, 3, 4; personality of, 10; personalized communication of, 144, 152–153, 161, 176, 213; positions of, 8–14; post-war activities of, 13–14; as total victory manager, 1–3; wartime assignments of, 8–13, 15–16
- Eisenhower, Edgar, 4, 30
- Eisenhower, Ida Elizabeth Stover, 3
- Eisenhower, John Sheldon Doud, 5, 96, 116–118, 120, 124–125, 139–143, 154–155, 198, 233, 234–235
- Eisenhower, Mamie Geneva Doud, 4–5
- Eisenhower, Milton S., 120–122, 169–171
- Elliott, D., 31–32
- Emerson, R. W., 60–61
- Equipment: doing the best with, 216–217, 259–261; listening to users of, 216–217; scarcity of, 180; streamlining requirements for, 30–31, 43; universal need for, 229–230; value of people *versus*, 95; value *versus* price for, 139–140
- Esprit, as a trait on the battle field, 186–187
- Ethics: of human decency, 271; as long-term investment, 39–41; personal ambition and, 151; privileges of rank and, 201–202
- Europe invasion. *See* Operation Overlord
- Execution: assuring, 96–97; processes and, 226–227; separating administration from, 160
- Executive Order 9981, 255
- Expenditure, positive action and, 58–59
- Experience: learning from, 116, 118, 235; retention based on, 87–88
- F**
- Facilitation, as a leadership trait, 162–164
- Failure: dismissal for, 105, 137–138, 218, 219; intolerance of, 21, 168–169, 209–210; learning from, 105–106
- Fala (dog), 170
- Family time, 63–64, 144. *See also* Life-work balance
- Fatigue, 49, 66, 156, 229
- Firing. *See* Demotion; Dismissal
- Flamboyance, 92, 171
- Flare-back, 169–171
- Focus: on big picture *versus* local demands, 182; on doing your job, 81, 150–151, 188; on finishing the job, 51–52, 244–245; on present *versus* future, 28–29; staying in the game and, 26–28; on victory, 77–79, 172–174. *See also* Commitment
- Fog of war, 114
- Food shortages, 234
- Force multipliers and force reducers, 57–58, 211
- Forrest, W. S., 258
- Forrestal, J., 13
- Fort Leavenworth, Kansas, 6–7, 126
- Fort Lewis, Washington, 9, 15, 17
- Fort Sam Houston, Texas, 4–5, 9, 15
- Foxholes, 142
- Fredendall, General P. L.: Eisenhower's confidence in, 105–107; letters to, 74, 106–109; proposal to turn over Fifth Army command to, 90; removal of, 92, 107, 108–109
- Free French Army, 267–269
- French Resistance movements, 267
- French Zone of Occupation, 267–268
- Friendly fire, 221–223, 262
- Friends: dismissal of, 197–198; relations with, 50, 63–64, 101–103
- Front: keeping in touch with the, 86, 108–109, 252–253; outsiders' visits to, 256–257
- Future: building certainty of, 167–168; focus on present *versus*, 28–29
- G**
- Gerow, General L. T., 43, 105
- G.I. Joe (Pyle), 237–238
- Gifts, 143
- Goethals, G. W., 281
- Grant, U. S., 13, 189
- Gratitude, 75–76
- Group identity, 186–187, 212–213, 214, 266
- Grudges, 110–111
- Gut feelings, 190
- H**
- Handoffs, 247–250
- Handy, T. T., 100
- Hard work, 23, 91
- Harris (Chief Marshal), 214

Hartle, R. P. "Scrappy", 43–44, 96–98
 Hazlett, E. E. "Swede", Jr., 4, 113–114
 Headquarters, moving, 147–148
 Herron, General C. D., 119
 Hesitation, 155–159
 Historical monuments, 204
 Hitler, A., 8, 12, 17, 42, 241, 259, 278
 Hodges, C., 247–250
 Hodgson, P. A., 89, 148–149
 Holland, 234
 Honesty, 83, 221–222, 243
 Hughes, General E. S., 118–119, 160–161, 192
 Human equation, 134–136
 Humanness, 146–147, 269–271, 273–274
 Humility, 173
 Hurd, A., 49
 Hurt feelings. *See* Offenses

I

Ideas, openness to, 262–263
 Immersion, training in worst-case conditions, 235
 Improvisation, need for in military and political problems, 120–122
 Impulsiveness, 92, 156
 Individualism, 211, 271
 Information control, 111, 179–180, 185–186, 197–198, 200–201, 210–211, 258
 Information quality, 83–84, 115
 Information sharing: about friendly fire incident, 221–222; reciprocal, 246–247; with soldiers, 152–153, 202–203, 210–213; timing of public, 200–201, 235–236; transparency in, 243
 Inner circle, 89
 Inspiration: cheerleading for, 166–168; common cause as, 41–42, 151–152; to finish the job, 244–245; with information, 202–203, 210–213; realism and, 212; special appeals for, 225–226; spiritual, 161–162. *See also* Morale
 Intelligence network, 33
 Interference, running, 215
 International Red Cross, 234
 Interstate Highways Act of 1956, 6
 Intrigue, 52
 Invasion equation, 47–48
 Investment: equation for, 47–48; ethics as, 39–41; in people, 39–41, 266; value *versus* price in, 139–140. *See also* Resource allocation
 Italian Fascist Council, 72, 131
 Italy: armistice with, 131–133; assault on

mainland, 10, 11, 72, 132–134, 145–146, 162–164

J

Jackson, P. M., 262–263
 Japan: operations against, 269–271, 275; Pearl Harbor attack by, 9, 15, 17, 27–28, 275
 Job: finishing the, 51–52, 244–245; knowing and sticking to your, 81, 150–151, 188; persuading others to let you do your, 84–85; titles, 98–99
 Joint Chiefs of Staff: Eisenhower's chairmanship of, 13; March 1944 cable to, 187–188
 Joulwan, G., 281–282
 Junior officers, leadership development for, 282–283
 Just-in-time approach, 31, 43

K

Keyes, G., 146–147
 King, E. J., 143
 Knutsford Welcome Club for American GIs, Patton's remarks at, 193–197
 Korean War, 13
 Kosovo, 282–283
 Kuhl, Private C. H., 156

L

LaGuardia, F., 87–88
 Language, taking care with, 82–83, 174–175
 Lawrence, Colonel J. "Jock", 196
 Leaders: balance in, 92; characteristics of good, 55, 125–127, 265–266; identifying and promoting, 53–55, 74–75, 118–119, 217–218; organizations as reflections of, 69–70. *See also* Commanders; Superiors
 Leadership: advice for platoon, 142–143, 234–235; by consent, 33–34; Eisenhower's contributions to, 1–3, 281–285; greatest responsibility of, 273–274; learning of, 120; personal, 35–36, 273–274; sins of, 20–21; as thoroughness, 97–98; trinity of, 240
 Leadership development, 283–284
 Leak plugging, 185–186
 Learners, investment in, 31–32
 Learning: changing and, 56–57; from experience, 116, 118, 235; from failure, 105–106; practical, 154–155
 Leclerc, J.-P., 244–245

- Lee, J.C.H., 192–193, 201–202, 243, 256–257
- Lee, W. L., 151
- Leigh-Mallory, T., 204–206, 214
- Life*, 111
- Life-work balance, 63–64, 66. *See also* Family time
- Limelight lovers, 20
- Lincoln, President A., 83, 189
- “Localitis,” 192
- Logan, Mrs. J., 144
- Logistics, 240
- Louisiana Maneuvers, 9, 15
- Luftwaffe, 259
- Lutes, L., 23, 50, 199
- Luxury items, 200–201
- M**
- MacArthur, General D., 281; Bradley and, 265–266; Eisenhower as aide to, 7–8, 15, 17; military pedigree of, 3
- Management layers, 38, 160
- Managing the unmanageable, 206–207
- Marshall, G. C.: appointment to Army Operations by, 9–10; appointment to Army War Plans Division by, 15; appointment to Supreme Command by, 3, 10, 16; early dealings with, 7, 9; on leadership sins, 20–21; 1942 communications to, 26–28, 37, 47–49, 59–60, 72–74, 82–83, 90–91, 94–95, 107; 1943 communications to, 98–160, 99, 103–104, 113, 115, 116, 118, 122, 125–127, 137–138, 145, 149–150, 160; 1944 communications to, 168–169, 171–172, 177–178, 182–185, 186–187, 189–190, 193–197, 200–201, 203–204, 213, 215, 216–219, 221–222, 227–228, 235–236, 245–246, 256–257, 259, 261–262, 263–264, 265–266, 269–271, 279; Operation Sledgehammer and, 45; Pearl Harbor meeting with, 9, 18–19; on recruit preparation, 123–124; refusal of, to accept failure, 21
- Mauldin, B., 284
- McNair, L., 221, 222
- McNamey, J., 107
- McQuillin (Brigadier General), 115
- Media relations, 119, 179–180, 258
- Mediterranean theater forces, farewell letter to, 166–168
- Mennonite faith, 3, 4
- Mental preparedness, 123–124, 213. *See also* Inspiration; Morale; Spirit
- Messina conquest, 72
- Micromanagement: constant contact and, 252–253; cooperative problem solving *versus*, 232–233; management *versus*, 164–165; Marshall on, 20; overly specific missions as, 57–58; remote management *versus*, 86
- Middle-layer people, 38, 160
- Middleton, T., 241
- Milestones, artificial, 228
- Military hygiene, 154–155
- Military police, 192–193
- Military transport, 6, 164–165; dynamic management of, 43; expenditure requirements for, 58–59. *See also* Tanks
- Miller, H. J., 197–198
- Mission assignment, general *versus* specific, 57–58
- Missouri, Kansas & Texas Railway, 3
- Mixed units, 85
- Montgomery, General B. L., 178, 181, 277, 282; Battle of the Bulge and, 239, 247–250, 249, 253; communications to, 164–165, 204, 214, 215, 219–220, 226–227, 230–231, 249–250, 253–254, 271–272; conflicts with, 131, 171–172, 247–250, 253–254, 271–272; criticism of, 220–221; Operation Market-Garden and, 250; Patton and, 156
- Moore, G., 87
- Moore, M. “Mike”, 86–87
- Morale: cheerleading for, 166–168; disaster and, 222–223; dismissal and, 138; distinctive markings and, 203–204; group identity and, 186–187, 212–213, 214; inspiring, 151–153; leadership and, 240; role of, in victory, 272–273. *See also* Inspiration
- Morganthau, H., Jr., 215
- Moseley, G.V.H., 7, 64
- Mountbatten, Lord L., 134–136
- Moving the unmovable, 131–133
- Murphy, R. D., 88
- Mussolini, B., 72, 131
- Mygatt, General G., 161–162
- N**
- Napoleon, 38, 71
- Nazi concentration camps, 263–264
- 1919 transcontinental convoy, 6
- Noguès, A., 80–81
- Normandy landings. *See* D-Day; Operation Overlord
- North Africa invasion. *See* Operation Torch

North Atlantic Treaty Organization (NATO), 13, 14, 281–282

O

Occupation: jurisdictional squabbles and, 184; military priorities and, 13, 130, 227–228, 261–262; redeployment for, 227–228, 269–271

Offenses: easing, 159, 177–178; not holding a grudge about, 110–111

On-the-job training, 72

Openness, 231, 263–264

Operation Anvil-Dragoon, 169, 180, 187–188, 223–225

Operation Autumn Fog, 241–242.
See also Battle of the Bulge (Ardennes)

Operation Avalanche, 72, 132–134, 143, 145–146, 181

Operation Desert Storm, 283

Operation Husky. *See* Sicily invasion

Operation Market-Garden, 250

Operation Overlord: conduct of, 215–238; launch of, 207–214; overview of, 11–12, 129–130; planning and preparations for, 166–207. *See also* D-Day

Operation Shingle, 163, 180

Operation Sledgehammer proposal, 45–46

Operation Torch: alternative plan for, 59–60; Churchill's plan for, 11, 15–16, 46; Eisenhower's command of, 11, 15–16, 71; focus on, 51–52; launch of, 72–79; mobilization and planning for, 37–69; Patton and, 65; personnel conflicts in, 52–53; success of, 71

Opportunism, 61–62

Opportunity: turning apology into, 175–177; turning crisis into, 209–210, 241–242, 250–252

Optimism: mandating, 42; realism and, 209–210, 239; seeing opportunity and, 242; wishful thinking and, 145–146

Overconfidence. *See* Victory fever

Ownership, 209–210

P

Pacific theater, 275, 278; deployment decisions and, 269–271

Palermo conquest, 72

Panama Canal Zone, 6

Panic, 49

Panther tanks, 216–217, 260

Papers of Dwight David Eisenhower: The War Years (Chandler), 14

Paperwork reduction, 231–232

Paris, liberation of, 13, 130, 227–228

Partners, securing, 80–81

Passing the buck, 20, 93–94, 232–233

Patriotism, 151–152

Patton, General G. S., Jr., 183, 281; appointment of, to II Corps command, 107, 108; in Battle of the Bulge, 239, 241, 242, 250; dog of, 170; Eisenhower's early friendship with, 5–7, 101–102; Eisenhower's support for, 65, 75, 109–110, 126–127, 155–159, 196–197; on foxholes, 142; on leadership, 120; leadership qualities of, 126–127, 265–266; Mediterranean and Italy conquests by, 72; military pedigree of, 3; naming of, as Deputy Commander for Ground Forces, 98–99; 1942 messages to, 66, 74–75, 85; 1943 messages to, 101–103, 109–110, 112; in Operation Torch, 75; on perfection, 48; problems with, 65, 92, 101–102, 109–110, 126, 129, 155–159, 171, 193–197, 281; slapping incidents of, 109, 126, 155–159; on soldiers, 237

Patton Papers, The (Blumenson), 194, 242

Pearl Harbor, 9, 15, 17, 27–28, 275

People: allocation of, 91, 192–193; getting to know, 234; importance of things *versus*, 95; investment in, 31–32, 266; redeployment of, 227–228, 269–271; requirements for, 39; retention of good, 66, 90–91, 109–110, 183, 193–197; as solution, 64. *See also* Personnel management

People skills, 126, 127, 146–147

Perfection, attitude about in war and business, 48–49

Performance: dismissal for poor, 105, 137–138, 215–216, 218–219; evaluation of, 69, 125–127; as measure of individual's value, 68–69; setting high standards for, 67, 79–80, 99–100; unsatisfactory, 218–219; waiting for, 93

Pershing, General J. J., 7, 281, 282

Personal time, 29. *See also* Life-work balance

Personality: command presence and, 36; conflicts of, 12, 44, 52–53, 131, 172–174, 177–178, 266–269, 271–272; fears of cult of, 36; individual responsibility and, 37–38

Personnel management, 109–110, 192–193. *See also* Dismissal; People; Promotion; Retention

Persuasion, 63, 84–85, 247–248, 269
 Pessimism, 21, 49
 Petty patronage, 103–104
 Phantom goals, 189
 Philippines: Eisenhower's service in, 8, 15, 17; honorarium offered by, 40–41
 Physical preparedness, 123–124, 141–142, 213
 Plans: adhering to, 60–63; letting go of, 187–188, 189; openness to changing, 171–172; processes of, 226–227; simplifying, 100–101
 Poland, Hitler's invasion of, 17
 Politics: balancing military priorities with, 120–122, 130, 239–240, 261–262; wartime noninvolvement in, 81
 Positive feedback, 76
 Power: dealing with grab of, 253–254; earned consent and, 33–34; of personality, 36; whirlpool of, 89. *See also* Authority
 Powerlessness, 251
 Prayer, 161–162
 Prejudice, 52–53, 112, 175–177, 190, 255–256
 Preparedness, individual, 123–124, 141–142, 160–161, 213
 Present, focus on, 28–29
 Preservation of historical monuments, 204
 Prichard, V. E., 54–55, 69–70, 105–106, 117
 Pride, 186–187, 214, 266
 Prioritizing: focus and, 26–28; letting go and, 187–188, 189; of military *versus* political objectives, 120–122, 130, 239–240, 261–262; on present *versus* future, 28–29
 Privilege of rank, 169–171, 201–202
 Processes, 226–227
 Promotion: based on merit, 86–88, 111–112; for confidence, 245–246; giving authority for, 74–75; for good relations, 53–54
 Psychological warfare, 236
 Public announcements, timing of, 200–201, 235–236
 Public opinion, 119
 Pushing, appropriate time for, 51–52, 228–229
 Pyle, E., 237–238

Q

Queen Elizabeth II, 94
 Quezon, M., 8, 40–41

R

Radio broadcasting service, 199–200
 Ramsay, B., 204, 214, 277
 Rapport building, 43–44, 53–54
 Reciprocity, 246–247
 Reconnaissance, 142
 Records and recordkeeping, of decisions, 24
 Redeployment, 227–228, 269–271
 Resource allocation, 48–49, 180, 189
 Responsibility: handing off, 247–250; of individuals, 37–38, 93–94, 118–119; privilege of rank and, 201–202; of superiors, 133–134, 155, 208–210, 220–221
 Rest, 49, 66
 Retention: based on experience *versus* prestige, 87–88; of good people, 66, 90–91, 109–110, 159, 183, 193–197
 Reward, weighing risk against, 59–60, 133–134, 233–234
 Rhine River crossing, 257–258
 Right thing, doing the, 255–256
 Risk: accepting, 205–206, 233–234; as fuel of achievement, 145; weighing reward and, 59–60, 133–134, 233–234
 Ritualistic orders, 115
 Riviera landings. *See* Operation Anvil-Dragoon
 Roberts, T. A., 231
 Rome, 189
 Rommel, E., 71
 Roosevelt, President F. D.: de Gaulle and, 267; dog of, 170; Operation Overlord and, 129, 200–201, 236; Operation Torch and, 11, 15–16; Vichy collaboration and, 78, 88; war preparations of, 17
 Rose, M., 259–261
 Russians. *See* Soviet Red Army
 Ryder, General C. W., 74

S

Salerno invasion. *See* Operation Avalanche
 Satisfaction, creating, 18–20
 Scapegoats, 245–246
 Scarcity principle, 17–18, 180
 Schwarzkopf, General N., 283
 Security, 179–180, 185–186, 197–198, 201, 210–211, 258
 Segregation, 255
 Selective Service Act, 17
 Self-esteem, 233
 Service Star, of the Philippines, 8
 Shaw, B., 194

- Sherman tanks, 216–217, 260
- Sicily invasion, 10, 11, 72, 122, 126, 156
- Simplicity and simplification, 21, 52, 100–101
- Simpson, W. H., 247–250
- Single command: authority of, 73–74, 134–136; committee system of command *versus*, 104, 136; concept of, 35–36; Conner on, 18–19; Eisenhower's confidence in, 73–74; Eisenhower's contribution to, 280–282; uncompromising, 149–150
- Sink-or-swim approach, 161
- Sleep, lack of, 66
- Sleeping bag, purchase of, 139–140
- Smith, W. B. "Beetle", 76–77, 81, 84–85, 86, 90, 91, 99–100, 208, 231–233
- "Soft underbelly" strategy, 10, 45, 129
- Soldiers: African American, 53, 255–256; confronting prejudice among, 52–53, 112; criticism from, 192; Eisenhower's personal responsiveness to, 144, 152–153; female, 56–57; human soul of, 273–274; idle, 91; importance of, 237–238; motivating and inspiring, 41–42, 68–69, 151–152, 152–153, 166–168, 202–203, 210–213; preparedness of, 123–124, 213; rapport building with, 43–44, 53–54; redeployment of, 227–228, 269–271; spirit of, 144, 202–203, 225–226; training and discipline of, 96–98, 151–152, 160–161, 175–176, 273–274
- Soldiers' and Sailors' Prayer Book*, 162
- Sommersby, K., 208–209
- Somervell, General B. B., 199, 229–230, 242
- Soul, 273–274
- Soviet Red Army, 272, 276; Berlin occupation by, 13, 239–240, 261–262; information sharing with, 246–247; keeping, in the war, 51
- Spatz, C., 79–80, 159, 190, 214, 265–266, 277
- Spanish-American War, 16–17
- Specialists, 198
- Spirit, 144, 202–203, 225–226
- Spiritual dimension, 161–162
- Staff officer(s): Eisenhower's positions as, 7–8, 24; reduction of, 103–104
- Stagg, Captain J. M. (RAF), 130, 208
- Stockpiling, as a management concept, 43
- Strategic plan, adhering to, 60–63. *See also* Plans
- Strategic planning, as equation solving, 47–48, 59–60
- Strategic surprise, 272–273
- Strategic thinking, tactical thinking *versus*, 61–62
- Streamlining, organizational, 30–31, 43, 231–232
- Streett, St. C., 34–35
- Stress, 66
- Strong, G. V., 33–34, 87–88
- Superiors: creating satisfaction for, 18–20, 140–141; disagreeing with, 90–91, 192; passing the buck up to, 93–94, 232–233; taking responsibility, 133–134, 155, 208–210, 220–221. *See also* Commanders; Leaders
- Surles, General A. D., 220–221
- Surprise, strategic, 250–251, 272–273
- Symbolic victory, 261–262
- ## T
- Tactics: flexibility in, 171–172; in leadership, 240; openness to changing, 171–172, 257–258; strategy *versus*, 61–62
- Tanks: German superiority in, 216–217, 259–261; investment in, 47–48
- Taylor, M., 175–177, 283
- Teams: congratulating, 214; future in, 198; individual's importance in, 38
- Tedder, General A., 181, 277
- Telegraph Cottage, 170
- Telek (dog), 170
- Termination. *See* Dismissal
- Testing, leadership in battle as, 137–138
- Think tank, 89
- Thoroughness, 97–98
- Tiger tanks, 216–217, 260
- Time management, 148–149
- Timidity, distinguished from caution, 46
- Timing: of operations, 219–220, 227–228; of public announcements, 200–201, 235–236
- Tire workers delegation, 256–257
- Titles, for specific jobs, 98–99
- Torch landings, 76
- Total Quality Management (TQM), 2–3
- Total victory management, 1–3
- Totalitarianism, 211
- Trade-offs, 190–191
- Training: limitations of, 273–274; on-the-job, 72; practical, 154–155; problems with soldier, 96–98, 151–152, 160–161; protecting individuals through, 160–161; real-world experience and, 235; realism in, 113

Training facilities, 95
Transcription, 24
Transparency, in communications, 243
Trenches, 142
Troubleshooter, 199
Truculence, 20
Truman, President H. S., 13, 255
Tunisia conquest, 114–115

U

Uncertainty and unforeseen:
 troubleshooter for, 199; values and,
 113–114
Understatement, 82–83
Uniforms, 140, 171, 203–204, 262–263
U.S. Naval Academy, 4
U.S. presidency, Eisenhower's election to,
 13–14
Unity of command. *See* Single command
University of Michigan, 4
Unorthodox methods, 85

V

Value: costs and, 139–140, 158–159, 259;
 equation for, 47–48
Values: communication of clear, 204;
 maintaining certainty of, 113–114;
 morale and, 151–152
Vandenberg, H., 217–218
V-E Day speech, 274–279
Vichy regime, French collaboration with,
 11, 71, 77–82, 84–85, 88, 96
Victory, defining, 274–279
Victory fever: Battle of the Bulge and, 12,
 146, 239, 241, 250; consequences of,
 12; guarding against, 76–77, 228–229,
 239, 264–265
Villa, P., 5
Vision, shared, 41–42

Visual data presentation, 34–35
Von Steuben, Baron, 41

W

Waiting, as a leadership skill, 93, 227–228
Walking the talk, and putting principles
 into practice, 178–179
War Department, Operations Division:
 Eisenhower's farewell memorandum to,
 39; Eisenhower's service in, 7–8, 24–39
Weapons expertise, 141
Weather, 129–130, 206–207, 220, 235
Wedemeyer, General A. C., 122
Wellington, Admiral, 38
West Point: distinguished graduates of,
 281; Dwight D. Eisenhower and, 4, 281,
 284–285; John S. D. Eisenhower at,
 117, 120, 124–125, 139–141, 154–155,
 198; leadership development at, 284
Wheedling, effective use of, 33–34
Whining, as inappropriate response,
 181–192, 260
Wilson, President W., 5
Winning: commitment to, 30, 150–151,
 167–169; paying the price for, 114–115,
 205–206; unorthodox approach to, 85
Winter Line, 163
Wishful thinking, dangers of, 145–146
Women's Army Corps, 56–57
World War I, 5, 17
World War II: America's entry into, 10,
 15–71; America's preparedness for,
 16–18, 22; Eisenhower's assignments in,
 8–13, 15–16; end of, 12, 274–279; final
 months of, 239–279. *See also* Operation
 Overlord; Operation Torch

Z

Zhukov, T., 272