

SUPREME COMMAND

SOLDIERS,
STATESMEN,
AND
LEADERSHIP
IN WARTIME



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BOOKNOTES
BRIAN P. LAMB
C-SPAN AIR DATE

685. Eliot Cohen
Supreme Command: Soldiers, Statesmen,
and Leadership in Wartime
Taped: 9/04/02
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accusation of "Hero" worship

Sept 4, 11am Wed.

Samuel Huntington - the greatest American political scientist of our time

"objective control" isolating military from politics

All four - same advisor - Carl von Clausewitz

You often quote von Clausewitz

Winston Churchill

Alan Brooke's severe criticism of W.C. p 98
failed as a war strategist according to general
work habits - late at night
critics: accuse him of instability

The Prof: Prof. Frederick Liddlemann of Oxford

business to be conducted in writing
Reader - Civil War a big impact

he regarded his military subordinates with some ^{mis} trust
He admired many military leaders but was unwilling to accept
their suggestions on faith

personal harshness - saw as FDR

not once during did Churchill over rule his military leaders
on a strictly military decision

Memor - strong sense of personal control at the center

Story of the Army patches - lesson learned p 125

he also picked commanders who disagreed with him
tense relationship with Brooke and Cunningham
power of intelligent questioning based on wide
reading and common sense.

indomitable spirit - made him greatest
statesman of the
century

Georges Clemenceau - "The Tiger"

War too important to be left to the generals
visited front lines - once a week - like Lincoln's letters
1906-1909 - Premier - Nov 1917 to 1920

1,3 mil. killed
3 mil. soldiers and civilians wounded
German - France 16,000 killed

he was 76

MD - b. 1841 -

married American wife - divorced in 1892 / Radical Socialist
Anti-Catholic

In 1915 France outnumbered British troops 5 to 1

By Dec 1917 - France had weakened - thought they might have
abandoned 22 divisions

was a journalist / a clinician

Ferdinand Foch - commander French War College at 56 in 1908
appointed Supreme Allied Commander Spring 1918

Phillipe Pétain - 51 in 1914 - Chief of Staff of the Army until
relieved by Foch in May 1917

Coalition warfare - French dominated for 1st 3 years.

American - John J. Pershing

In 1918 - French held 73% of the front

Americans - Clem. "hopeless congestion" - "American obstinacy"
could have cost 25,000 lives in the Argonne

at end Clem and Foch at odds. - Foch distained politician

Clem kept Foch out of Versailles

wounded in assassination attempt during peace neg.

repudiated by France in 1920 when he ran for Pres.

died in 1929

David Ben Gurion
pictures of Bdele Lincoln and Ghandi / Moser
British policy limiting Jewish immigration
Act 45 B.G. encouraged Haganah to British installed Lechin
King David Hotel - 1946
B.G. - grew disillusioned with Communism - others not
He asked for Defence portfolio → Poland to Palestine - 1906 (20)
fought with British in WW1 - admired Russian socialism

Brooks / Alean - volunteers
The Seminar May 1941 - found Haganah unfit for battle ahead
Jewish Agency / Palmach / Mapai
He was an "autodidact"

British sent Jewish problem to UN - 1947
B.G. reorganized Haganah - Yigal Yadin Chief of Operations
Haim Lashov - a British veteran Chief Training Officer 1947

From ^{Feb} 8 IDF 16,000 to 35,500 to 92,000
Czech arms / He favored British trained officers

"The Old Man" - he expected to hear details
B.G. ordered commanders to defend every community
He focused on Jerusalem

Altalena affair - Ingur vs. Palmach - Begin / Robbin
18 Ingur killed

In May 49' B.G. ordered the absorption of Palmach into
IDF
factor of IDF

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1953 new Seminar -
long term plans

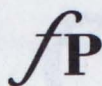
1. Foreign relations with France

2. nuclear weapons

3. deferring large military acquisitions in
favor of absorbing more Jews in Israel

most dangerous enemy - intellectual inertia of those
responsible for security, p. 122

BOOKNOTES
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all of them drove their generals to distraction

"normal" theory of civil-military relations - What is it?

fault in Vietnam was a deadly combination of inept strategy and excessively weak civilian control.

CBS picked weak military leaders - Westmoreland

Craigilton Abrams promoted "Total Force" concept integrating National Guard with regulars - need for support from the public

You say the military did not offer a strong plan in VN

Reinberger rule (6) p 187 did not survive long in practice

Gulf War 1991 - opposite of VN.

"normal" situation - facts in Powell Schwarzkoff - TT got out of the way

Powell / Cheney split p 190

Cheney made a mistake castigating AF chief of staff Gen. Larry Welch

Powell recommended stopping the war. p 195

"a mistake at two levels"

- ① hurt standing in international circles
- ② believed driving Iraqis out of Kuwait had been achieved

Schwarzkoff told to discuss not negotiate at Safwan

Iraqis allowed to use helicopters -

wanted to use USS Missouri - more interested in Victory parade

41 didn't want the sloppy led to the war - Vietnam Syndrome

Abe Lincoln

he controlled his generals

Reverend
Salmon
Stanton

Jeff Davis - better trained
Lincoln: an unbending boss

the telegraph - railroad and the rifle - transformed
warfare

A.L.'s 5 propositions

- ① slavery stopped
- ② South - first shot
- ③ keep out Europe
- ④ crush the center in South
- ⑤ center thrust in South (p31)

Grant acted with a fundamental understanding of
what A.L. wanted

Many generals failed him.

Major Key failed -

A.L.'s ruthlessness

Objective to attack Lee's Army not get territory

Charles Dana spied on A.L.'s generals - Grant

A.L. and Stanton developed a close relationship

L. felt he had to master details of war

Lincoln's understanding of the interplay of

war and politics -

that made him the greatest of American T.T.

John Hopkins - Paul Wolfowitz - Alan
Paul Nitze International Studies
Woodrow Wilson Center - Lee Ham.

Naval War College

Harvard

Book took far too long - Why? -
idea - formed in mid 80's at NWC
Samuel Huntington

What qualities do these leaders have.

① Intuition

Statesmen

② Genius

Comprehend a multiplicity of forces and conditions

the big four - interested in new technology - new
weapons p213

Lincoln - turn Army of Potomac against Lee's Army not the Capital

Quality of each to persist - Courage - physical courage
willing and able to dismiss Generals

All four deeply read in history, politics and literature
and mastered the art of speech and writing

all had moderation

* each were ruthless - ^{each had} deep dark streak of willingness
to do terrible things p222