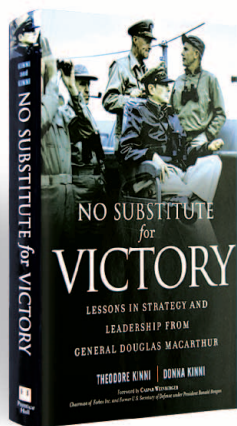


SOUNDVIEW Executive Book Summaries®

FILE: LEADERSHIP



By Theodore Kinni
and Donna Kinni

Lessons in Strategy and Leadership From General Douglas MacArthur

NO SUBSTITUTE FOR VICTORY

THE SUMMARY IN BRIEF

Gen. Douglas MacArthur's extraordinary life of leadership spanned more than six decades in the military, education, public administration and business sectors. The five-star general, one of only five in U.S. Army history, defined principles of leadership that were decades ahead of their time: principles reflecting shrewdness and wisdom about strategy, motivation, organization, execution and personal growth.

This summary reveals what MacArthur knew about setting the right goals; building sleek, fast-response organizations; inspiring subordinates to unprecedented performance; focusing relentlessly on results; and winning. In No Substitute for Victory, Theodore and Donna Kinni distill powerful leadership lessons from MacArthur's life and career — lessons you can use, no matter where you lead and what you intend to accomplish.

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What You'll Learn In This Summary

Accept no substitute for victory in your endeavors by learning and applying the key strategies and techniques used by Gen. Douglas MacArthur to:

- ✓ **Utilize the lessons of Inchon.** Discover how MacArthur conceived and executed the famous amphibious invasion that is still studied by strategists.
- ✓ **Define victory — and pursue it relentlessly.** Learn how MacArthur's relentless focus on the right goals drove a lifetime of achievement.
- ✓ **Use all your weapons — especially speed and surprise.** See how MacArthur was able to emerge victorious even when he had far fewer resources than the enemy.
- ✓ **Become an inspirational leader.** Find out how MacArthur used visibility, image and behavior to motivate and inspire his followers.
- ✓ **Capture the power of language and personal resolve.** Learn how MacArthur used three words — "I shall return" — to turn the course of the war in the Pacific.

NO SUBSTITUTE FOR VICTORY

by Theodore Kinni and Donna Kinni

— THE COMPLETE SUMMARY

The Great Commander

Gen. Douglas MacArthur stood at the bow of the *Mount McKinley*, the flagship of Task Force 90, facing the coast of South Korea in the darkness ahead. It was 2:30 a.m. on Sept. 15, 1950. Operation Chromite, MacArthur's audacious amphibious invasion of the port city of Inchon, was scheduled to begin at dawn.

"Within five hours, 40,000 men would act boldly, in the hope that 100,000 others manning the defense lines of South Korea would not die," he later wrote. "I alone was responsible for tomorrow, and if I failed, the dreadful results would rest on judgment day against my soul."

MacArthur's 'Perfect Job'

The story of Operation Chromite begins in the earliest days of the Korean War. On June 24, 1950, when the North Korean People's Army (NKPA) swarmed across the 38th parallel, South Korea and its allies were taken by surprise. By June 28, the South Korean capital of Seoul had fallen, and the defending army was in a state of collapse. On the next day, MacArthur flew to Korea to see the situation firsthand.

The general and his party landed 20 miles south of Seoul at an airport that had been bombed by the North Koreans just hours before. He traveled by car to the Han River on Seoul's south side, to a point where enemy mortar shells were exploding approximately 100 yards away. Here, he stopped to examine the fighting and the department of the troops. This personal reconnaissance on a battle's front line was a MacArthur trademark. "I cannot fight them if I cannot see them," he declared.

'Wrest Victory From Defeat'

Later, MacArthur described his thought process while standing on the bank of the Han River. He said, "In these reflections the genesis of the Inchon operation began to take shape — a counterstroke that could in itself wrest victory from defeat." Thus, the conception of the Inchon invasion was firmly rooted in the famous precept that guided MacArthur's approach to command: "In war, there is no substitute for victory."

MacArthur chose the port city of Inchon for his counterattack, but it hardly seemed an auspicious choice. Inchon's 30-foot tides, second only to the Bay of Fundy,

MacArthur on the Eve of Inchon

For MacArthur, Inchon was a climactic moment in an extraordinary life. The five-star general was standing at the pinnacle of a career that had stretched for more than half a century. At age 70, he was the supreme commander for the Allied powers, a position that made him the de facto leader of occupied Japan and its 82 million citizens. Simultaneously, he was the commander in chief of the U.N. Command, a position that made him the military leader of the allied forces in the Korean War, which to this point had been a bitterly fought defensive action.

are so extreme that it would be accessible to the invasion's landing craft on only two days in September 1950. The daily fluctuations further limited access to three-hour windows. Any delay or unexpected resistance from the North Koreans could easily strand the invaders. Also, Inchon was many miles behind the front lines. If the North Koreans could stop the existing U.N. forces from breaking out at Pusan, they could isolate and overwhelm the invasion force.

These difficulties were exactly why MacArthur was so adamant in his choice of Inchon. "In war, surprise is decisive," said the general. He was convinced that the

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The Great Commander

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North Koreans would never expect or prepare for such an attack, so it would succeed.

In fact, it did. By the end of the invasion's first day, the U.S. Marines had captured a secure foothold at Inchon — roughly 150 miles behind the bulk of the NKPA and the hotly contested front lines of the Korean War.

This was a catastrophic surprise to the North Koreans. As U.S. troops and supplies streamed ashore, the NKPA's supply lines were cut from behind, and the enemy army found itself trapped. When the North Koreans turned to face the threat to their rear, the pressure eased on the U.N. forces, which had been bottled up behind the Pusan perimeter, the final 100-mile-by-50-mile foothold in the southeastern corner of the Korean peninsula. South Korea's defenders launched a full-fledged offensive and broke out.

Caught between two pincers, just as MacArthur had planned, the North Korean army was soon decimated. In September, the U.N. Command recorded 130,000 enemy captured and 200,000 enemy casualties. It was estimated that only 25,000 NKPA troops made it back above the 38th parallel. Winston Churchill called it "a perfect job."

The initial goal of the war, the liberation of South Korea, was accomplished in short order. On Sept. 29, MacArthur formally restored Seoul to the Republic of Korea President Syngman Rhee. By the final week of October, the U.N. forces, under the command of MacArthur, had occupied the North Korean capital of Pyongyang and had reached as far as Choson, a city on the Yalu River — the border between North Korea and Communist China.

Leadership Incarnate

As dramatic and successful as Inchon was, it remains just one event in a life of leadership. MacArthur held an impressive array of top leadership positions in a variety of disciplines — including the military, public administration, education, sports and business.

MacArthur's most dramatic leadership roles were those related to command positions in wartime. He personally led troops in World War I as the Rainbow Division's chief of staff and briefly was its leader and the youngest divisional commander of the war. In World War II, MacArthur first served as the commanding general of the U.S. Army forces in the Far East. He was then appointed commander in chief of the Southwest Pacific area and, finally, commander in chief of the U.S. Army forces in the Pacific. In the Korean War, he served as the commander in chief of the U.N. Command.

Although MacArthur's military accomplishments gar-

nered comparisons with Robert E. Lee and earned him a leading position among the nation's greatest commanders, his work as an organizational leader and public administrator was equally impressive. MacArthur served as the Army's chief of staff through the Great Depression. He was a field marshal in the Philippines and responsible for the development of that nation's military forces. Most notably, he oversaw the occupation and recovery of post-war Japan as supreme commander for the Allied powers.

In the field of education, MacArthur served as superintendent of West Point. In sports, he was appointed president of the American Olympic Committee and led the U.S. team in the 1928 Olympics in Amsterdam. Entering the world of business after his retirement from the armed forces, MacArthur accepted a position as chairman of the board of Remington Rand Corp., which after several mergers, has become Unisys Corp.

MacArthur's accomplishments as a leader in a variety of positions and disciplines suggest that his principles and approach can be effective in a wide range of organizations. The longevity of his career, the diversity of its circumstances and the magnitude of the changes his world underwent (as a child, MacArthur lived on a frontier Army post during the final years of the Indian Wars; in his final years, astronauts were routinely orbiting the Earth) suggest that lessons derived from his experiences can be relevant to today's leaders. ■

MacArthur's Principles of Strategy

First and foremost, great leaders in every field of endeavor are visionaries and strategists. They must be able to choose the goals they and their organizations will pursue, and then design strategies capable of attaining them. MacArthur, a master strategist, was an expert at both tasks. Here are several strategic principles he used:

- **Define and pursue victory.** Every organization strives for victory in one way or another. Victory can mean winning a war, capturing market share or reaching a fundraising goal. Leaders are responsible for defining what victory means, focusing the intention of the organization on it and shepherding their followers in the quest to attain it.

MacArthur defined victory in various ways during his career. As superintendent of West Point, victory meant producing a steady stream of new officers who were adept at modern methods of warfare and management. As Army chief of staff, victory meant maintaining the preparedness of the Army and Army Air Corps in the face of the Great Depression. And, most famously, as a general at war, victory meant defeating aggression and

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MacArthur's Principles of Strategy

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forcing the enemy to surrender. But one precept always remained fixed in MacArthur's mind: The definition of victory is the first determinate of strategy.

● **Manage the environment.** All organizations are part of a larger environment — a market, an economy or a military theater. The organization's capability to operate within that environment is a primary element in its success. Leaders are responsible for understanding and maximizing that capability.

MacArthur understood that the environment in which an organization operates is *neutral*. That is, it does not inherently favor any one competitor over another. But he also knew that the environment offered powerful advantages to the leader and organization that could best adapt to it. He said, "Nature ... if you can get it on your side and the enemy does not, it becomes a powerful ally."

Confound Competitors

● **Utilize surprise.** Surprise is a highly effective weapon in the strategic arsenal and can be a decisive factor in the success of organizational plans. It can confound competitors, undermine their defenses and relegate them to playing catch-up. It can also delight customers, win their loyalty and build market share. Smart strategists incorporate the element of surprise in their plans.

The advantage of surprise is a well-established, battle-proven fact of military strategy, so it is no surprise that MacArthur was a firm advocate of the principle. As previously described, the plan for the Inchon invasion was rooted in the element of surprise. In fact, during the fateful conference that resulted in the operation's approval, MacArthur turned the myriad objections to the plan on their head by appealing to the power of surprise. He told the plan's opponents: "The very arguments you have made as to the impracticabilities involved will tend to ensure for me the element of surprise. For the enemy commander will reason that no one would be so brash as to make such an attempt. Surprise is the most vital element for success at war."

● **Multiply your rate of movement.** The need for speed in organizational movement and response has been widely acknowledged in the past decade. Lumbering corporate giants have either stagnated or disappeared from the business scene. Sleek, fast-moving companies that are able to stay ahead of changes in society and technology have dominated many markets. Leaders in successful organizations have embraced MacArthur's dictum: Multiply your rate of movement.

In his drive to Manila during the retaking of the Luzon in 1945, MacArthur acted, as well as commanded, to increase the speed of the attack. Frustrated by Gen.

Maintain the Element Of Surprise

MacArthur did not simply conceive a plan based on surprise and leave its success to the fates. He frequently used feints and other deceptions to disguise his intent. In preparing for the invasion of Hollandia in New Guinea, the 5th Air Force bombed the more likely targets of Hansa Bay and Wewak as often as the real target itself. Decoy PT boat raids were made, dummy parachutes were dropped, "covert" missions were purposely seen and submarines released life rafts at the alternative targets. MacArthur explained: "Comprehensive deception plans were put into effect to further the enemy's belief that the attack would fall on Wewak and Hansa Bay. He strengthened these positions to the neglect of the real points of attack." On April 22, 1944, the invasion of Hollandia began. In just four days, the area was successfully secured.

Walter Krueger's cautious and slow progress with the 6th Army, MacArthur set up his own headquarters 50 miles closer to Manila than Krueger. Over the objections of his staff, he took to touring the front lines of the advance in his jeep, prodding the troops to move faster by his own example. He also peppered Krueger with messages, such as this one on Jan. 30, "There was a noticeable lack of drive and aggressive initiative today in the movement toward Calumpit." In the end, MacArthur ordered three different units to enter Manila, setting off a race to determine which would capture the honor of being first.

To those who would ignore the need for speed, MacArthur warned: "The history of failure in war can almost be summed up in two words: Too Late. Too late in comprehending the deadly purpose of a potential enemy; too late in realizing the mortal danger; too late in preparedness; too late in uniting all possible forces for resistance; too late in standing with one's friends."

● **Ensure supply and support.** The successful execution of strategy is critically dependent on supply and support. In war, it is fatal to launch an attack without adequate ammunition and protective support. Likewise, in business, it is futile to fight for an expanded market share for goods and services you cannot produce or deliver. Leaders in all types of organizations must consider and ensure adequate supply and support to achieve their objectives.

In a very real sense, the story of the Southwest Pacific Theater in World War II is one driven by the flow of supply and support. It started with the very outbreak of the war. The attack on Pearl Harbor cut the U.S. supply lines to the Far East and destroyed the naval fleet on which MacArthur was depending for support. The inability of

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MacArthur's Principles of Strategy

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the United States to supply and reinforce MacArthur's forces made the loss of the Philippine Islands inevitable.

MacArthur held to this principle of support in planning his operations. He would not outrun his support. In the Hollandia operation, in which he leapt more than 500 miles up the New Guinea coast and beyond the range of the Army Air Forces, MacArthur went so far as to execute a simultaneous invasion at the Japanese airfields at Aitape. Aitape was between existing U.S. airfields and Hollandia, and by capturing it, MacArthur ensured a base from which air support could be launched if needed. ■

For additional information on another of MacArthur's most successful strategic principles, go to: <http://my.summary.com>

Inspirational Leadership

To effectively execute strategies and successfully achieve goals, leaders must motivate their followers to act. Throughout his career, MacArthur exhibited an extraordinary ability to inspire his followers. He combined command authority, charismatic image and a paternal humanity into a highly effective leadership persona. On his command, tens of thousands of soldiers risked their lives, and 80 million citizens of Japan embraced radical cultural change and a new constitution and government. Here are some of the principles of inspirational leadership MacArthur used:

- **Unify command.** The foundational lesson of inspirational leadership is that there must be a clear leader. Committees and management teams are rarely charismatic; they do not easily inspire the energy and loyalty of followers. Whenever possible, MacArthur insisted on a formal chain of command leading to a clearly identified and empowered leader.

MacArthur was determined to avoid chaos in command in the Pacific, but it was not to be. Instead, the command was split into two regions. MacArthur was assigned the Southwest Pacific region, with its greater landmass; the Navy, under Adm. Chester Nimitz, was given the rest of the Pacific. The result, as MacArthur predicted, was a great deal of interservice rivalry and competition. Often, both theaters pursued different strategies and competed for resources.

- **Be a role model.** For better or for worse, leaders are the most influential role models within their organizations. Leaders' actions, even more than their words, communicate their values, priorities and expectations to their followers. Great leaders live up to their words and offer an example that their followers can emulate because, as MacArthur said, "Soldiers of an army

The Near Disaster at Leyte

During the invasion of Leyte, the Japanese Navy laid a trap for the American fleet. It used a carrier force as bait and successfully drew the 3rd Fleet, under Navy command, away from Leyte. The Japanese then sent their main naval force to attack the 7th Fleet, which was under MacArthur's command and still in the gulf, and the land forces on the beach. The only thing that saved the American invasion force from total destruction was Japanese Adm. Kurita's mistaken decision to break away from the fight. He simply did not realize that he was winning the battle.

MacArthur used the near-disaster at Leyte to reiterate the lesson of unity of command. In December 1944, he drafted a message to the War Department, which said, in part: "After having narrowly avoided disaster in the Leyte operation as the result of the absence of coordinated naval command, we now enter the more difficult Luzon phase under the same handicap ... We shall again enter battle with our naval forces split into two elements under commanders who are thousands of miles apart. The fleets themselves will operate in the same waters against the same enemy, covered by air elements under different commanders ... The present arrangement divides the potential of resource, and under guise of unity of command in an artificially compartmented area, makes impossible a unified effort. The situation is thoroughly bad and for a local commander who carries responsibility for results is becoming intolerable."

invariably reflect the attitude of their general."

Much of the larger-than-life image that MacArthur created for himself was meant as a model for his officers and troops to follow. He knew that his example as commander set the tone and style of his command. He also knew that his example had the power to inspire others.

MacArthur used his position as leader to model the policies and changes he wanted to implement. While MacArthur was working to implant democratic values in Japan, many of its citizens thought of him as a living god, much like the Emperor. Crowds would gather outside his building to watch him enter and leave. On one occasion, when a woman prostrated herself before him, he helped her to her feet, saying, "Now, now — we don't do that sort of thing anymore."

MacArthur also made sure to exhibit his support for the Occupation's reforms in the area of women's suffrage. In 1946, when the first women elected to the Japanese Diet were ignored by their male counterparts, MacArthur made his feelings on the issue clear by invit-

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Inspirational Leadership

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ing the new female representatives to his office and giving a speech celebrating their achievements, which was released to the press.

● **Visibility matters.** The presence of a leader enhances the morale and accountability of followers. In good times and particularly, in bad times, leaders must share in the action by taking a prominent place in the midst of their followers. Inspirational leaders are visible leaders.

MacArthur was a firm believer in “being there.” In 1943, when Gen. Kenney, MacArthur’s air commander, was planning the first major parachute jump of the war at Nadzab in New Guinea, MacArthur insisted on accompanying the troops on the flight to bolster their confidence. When Kenney protested that the risk was too high, he replied, “Honestly, the only thing that disturbs me is the possibility that when we hit the rough air over the mountains my stomach might get upset. I’d hate to get sick and disgrace myself in front of the kids.” MacArthur was awarded the Air Medal for his participation on the operation.

Visibility also plays a key role in reinforcing a leader’s messages. As superintendent at West Point, MacArthur broke precedent by auditing classes and evaluating them with the professors afterward. During the 1928 Olympics, MacArthur not only met regularly with the coaches and players, he took to the field to lend his support during the competition.

Refuse to Hide

MacArthur passed the real test of leadership by refusing to hide when visibility might have harmed his reputation and career. In World War II, when troop and shipping shortages forced the cancellation of the rotation policy designed to return soldiers to the United States after fixed periods of combat, MacArthur took the added steps of writing and personally signing each copy of the order, which was posted at the same time in each of the units under his command.

Col. Aubrey Newman, one of MacArthur’s officers, explained, “[The troops] realized he knew what such a reversal of policy meant to them, and he showed his confidence in them as military men that they would understand that this was the proper course to follow, hard as it might be. No one had ever before seen MacArthur’s personal signature, much less on an order that, in effect, bypassed every echelon of command to go from him to the individual men in the ranks, explaining directly to them why the decision was made, and that he had made it ... As a result there was no loss of morale, only soldierly acceptance of a fact of war.” ■

For additional information on MacArthur’s approach to public speaking, go to: <http://my.summary.com>

MacArthur’s Principles of Management

By most measures, MacArthur was a superb manager of people. He was an excellent boss who understood the fine balance between personal control and delegation. He knew how to coax the highest level of performance from his subordinates. His poor relationship with President Truman aside, MacArthur was also skilled at managing up. He had an enviable ability to persuade his superiors — from U.S. presidents to the Congress to the Joint Chiefs of Staff — to adopt policies and approve strategic and budgetary plans with which they initially disagreed.

● **Weigh change carefully.** Change is an organizational imperative, but the choice of when — and when not — to change is a fundamental leadership issue. As the turbulent 1960s dawned, MacArthur offered a warning about change — one that continues to be relevant today. He said: “I realize full well that the reckless spirit of the times seeks change. But change should not be made for the sake of change alone. It should be sought only to adapt time-tested principles which have been proven in the crucible of human experience to the new requirements of an expanding society.”

Nurture Change Programs

Understanding that change does not take hold instantaneously, MacArthur also preached the necessity of shepherding and nurturing change programs until they are established. “A program, however, is in itself a lifeless thing, a mere skeleton,” he said, “and it has been the constant effort of my administration to put flesh and blood upon it and to imbue it with life.”

● **Invest in training.** Leaders are responsible for the preparedness of their followers, and training is a foundational element of preparedness. Even when training is essential to the successful execution of strategy, leaders often mistakenly treat it as an ancillary activity — one that can be reduced when budgets are tight and ignored when its need is not obvious. Ironically, those are exactly the times when training is most important.

In the midst of the Great Depression in the early 1930s, military preparedness was not high on the list of priorities of the nation’s leaders. Yet, Chief of Staff MacArthur was relentless in his pursuit of training.

He warned: “From the beginning of warfare, professional skill and discipline have invariably been most important, and frequently the decisive factors in battle. To quote instances would imply a necessity to argue the obvious. Yet strangely enough this outstanding lesson of each of our own as well as of all other wars has invariably been the one most speedily forgotten by our people during years of peace. It has been the history of the American

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MacArthur's Principles of Management

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Army that adequate opportunity for its proper training has habitually been, except in war, injudiciously curtailed.”

● **Develop management depth.** In recent years, middle managers have often been maligned. They have been treated as organizational dead wood and their ranks have often been mercilessly downsized. Leaders of large organizations sometimes forget that managers convey and execute strategies. They represent an organization's front-line leadership.

MacArthur needed no convincing that managers were a most important component of an organization. In fact, MacArthur successfully conducted a running battle to maintain the size and quality of the officer corps throughout his tenure as chief of staff. “An efficient and sufficient corps of officers means the difference between victory and defeat,” he said, explaining that without the officer corps to train and lead the many civilians who would be drafted into the military in case of war, the creation of an effective fighting force was impossible.

In the 1930s, Chief of Staff MacArthur supported the acceleration of the officer promotion rate and pay scales. These policy revisions were aimed at maintaining a high-quality officer corps, and MacArthur used better pay to attract and retain better officers. Lest MacArthur's largess and concern for his officers seem softhearted, it should be noted that he had good reasons for wanting the best available officers. “[T]here can be no hope of preparing efficiently, or of winning in actual campaigns, without the skilled leadership of trained and devoted officers,” he said. And MacArthur was always intent on winning.

● **Manage people positively.** Great leaders tend to be motivational experts. They might choose to use positive methods or negative methods of motivation, or (most often) some combination of both. But no matter the type of organization in which they lead, they are able to create and maintain motivated and energized work forces.

Admiration and Respect

One measure of MacArthur's success was the fact that the more closely people worked with him, the more they admired and respected him. His greatest defenders were often his own staff officers. His greatest critics, on the other hand, tended to be people who either did not know him at all or did not know him with any degree of intimacy.

Praise, a no-cost form of recognition that too many leaders neglect, was one of MacArthur's most effective motivational tactics. In December 1944, for example, two privates in the 11th Airborne requested an audience

with the five-star general to find out why their division's accomplishments had not received more press attention. Instead of sending them away, MacArthur met with them, explained that he did not want to endanger the unit by publicizing its position and results, and provided a message of praise for the division and its commander to deliver on their return to combat. ■

For additional information on MacArthur's tenets of people management, go to: <http://mq.summary.com>

A Leader's Personal Traits

MacArthur's achievements as a leader were supported and enabled by his personal beliefs, traits and skills. Great leaders develop and manage themselves before and after they take on the work of leading others. MacArthur embraced his future as a leader at an early age, and he managed his own life and career to maximize that future. Here are some of the leadership principles he used that were guided by his personal beliefs and traits:

● **Study history.** While the Internet boom was driving the irrationally exuberant financial markets at the turn of the millennium, many business leaders and investors believed that a breaking point in economic history had occurred, and that historical measures of performance were irrelevant. They paid a steep price for ignoring history when the boom turned to bust. When it comes to history, past performance is a relevant indicator of future success.

A Student of History

Even a superficial browse through his personal library makes it clear that MacArthur read deeply in the subject of history. Indeed, he was a committed student of history.

In August 1941, at a time when the Nazi war machine appeared unstoppable, correspondent William Dunn was surprised to hear MacArthur predict the outcome of Hitler's thus far highly successful Russia campaign and then, his ultimate defeat. “This marks the beginning of the end for Adolf Hitler,” MacArthur flatly declared. This was the first positive comment Dunn had heard, and he replied that many observers were expecting a total Russian collapse.

MacArthur retorted, “They haven't studied their history. Napoleon made the same mistake, and Hitler will wind up just as Bonaparte did, and with infinitely greater losses. The Russians will never surrender. They have unlimited manpower, and they can retreat, mile by mile, clear across Siberia. In two months the rains will start, and a month later the Russian winter will set in. No people in the world can withstand a Russian winter like the Russians, certainly not the Germans.”

Two months later, as it became clear that the Germans

For additional information on MacArthur's philosophy on delegation, go to: <http://mq.summary.com>

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A Leader's Personal Traits

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had become bogged down in Russia, MacArthur told Dunn, "History, Bill, just history! It was all there, but Hitler didn't read it, or else he didn't believe it."

● **Embrace innovation.** Innovation is the lifeblood of all organizations. It represents the ways and means of improving what already exists and the leaps of creativity that enable breakthroughs into new, uncharted territory. Organizations need innovation to survive and prosper. Leaders provide the encouragement and impetus that the innovative spirit needs to thrive.

Rapid innovation in air force methods and equipment enabled MacArthur's highly successful "hit 'em where they ain't" strategy. For example, the installation of extra gas tanks gave fighter planes added range and were instrumental in MacArthur's successful leaps across the Pacific. They enabled the virtual total destruction of the enemy air power staged at bases the Japanese believed were outside the range of American planes.

● **Accept risk.** Many leaders eschew risk. They perceive it in a negative light and struggle to avoid it. But in Portugal in the 16th century, the word "risk" was used to describe the great sea voyages of exploration, and one of its root meanings was "to dare."

Carefully Manage Risks

Although MacArthur often embraced risk, he was not foolhardy. He well understood that there is risk in every alternative, including the alternative of *not* acting, and he carefully weighed, minimized and managed the risks that he undertook.

The invasion of Los Negros in the Admiralty Islands, which secured a fleet anchorage and provided a key point in the isolation of the Japanese stronghold at Rabaul, is a striking example of MacArthur's approach to risk. The invasion was originally planned for March 1944, but when reconnaissance revealed a dearth of enemy activity, MacArthur made a fast decision to capture it a month earlier than planned (and with only 1,000 troops in the 1st Cavalry Brigade instead of a full division).

MacArthur's staff opposed the operation. It allowed them only four days to mount the invasion, and in light of previous estimates (which turned out to be accurate) of 4,000 Japanese troops on the island, they believed that the invasion force could be easily overwhelmed on the beach. MacArthur overruled them. Based on previous behavior of the Japanese, MacArthur was convinced that they would not mount a major defense on the beach with their full force, and that the surprise attack would succeed.

The risk paid off. The 1st Cavalry Brigade took and held the beach, the Japanese never mounted a concerted attack and the Admiralty Islands were captured by mid-

'I Shall Return'

In December 1937, MacArthur retired from the U.S. Army, but in July 1941, President Franklin D. Roosevelt recalled the 61-year-old to active duty as a lieutenant general and named him commander of U.S. forces in the Far East. On Dec. 7, the Japanese attacked Pearl Harbor and destroyed the Pacific fleet. That afternoon, a similar attack was launched on the Philippines. Half the U.S. air power in the islands, a critical element in the American defense plan, was destroyed.

MacArthur's ensuing defense of the Philippines was predicated on the eventual arrival of relief. He did not know that Roosevelt had already committed to support the war in Europe as a first priority and there would be no reinforcements. In February 1942, with food and supplies dwindling and no relief in sight, over MacArthur's objections, Roosevelt ordered him to Australia to assume command of the Southwest Pacific Theater.

A Heroic Icon

MacArthur's high-profile role in the Pacific made him a heroic icon in the eyes of the American public, and he used this platform to transform the Philippines into an emotion-laden symbol for victory in the Pacific. Shortly after his arrival in Australia on March 17, 1942, he told reporters: "The president of the United States ordered me to break through the Japanese lines and proceed from Corregidor to Australia for the purpose, as I understand it, of organizing the American offensive against Japan, a primary object of which is the relief of the Philippines. I came through and I shall return."

The last phrase became one of the most famous of the war, and MacArthur plunged into making it a reality. Over the next two years, MacArthur created and executed a series of operations that demonstrated his strategic brilliance. He used a "triphibious" strategy, in which he combined air, sea and land forces to advance hundreds of miles at a clip, and he adopted the "hit 'em where they ain't" strategy to sever lines of supply and communication and isolate Japanese forces. This strategy worked so well that hundreds of thousands of Japanese troops were effectively neutralized, whereas casualty numbers in MacArthur's theater were notably low.

On Oct. 20, 1944, with the most powerful naval armada yet assembled at his back, MacArthur waded ashore at Leyte and proclaimed over the radio, "People of the Philippines: I have returned."

March. The jump to Los Negros enabled MacArthur to eliminate three previously planned operations, with the attendant savings in lives and resources; Rabaul was cut off sooner than had been planned; and the great leap to Hollandia was enabled. ■