

during that month of August we had something like 20 high-level meetings on the Malta crisis which I chaired. I complained at the time that I had to carry the Maltese Cross.”

The second part of my thesis was on a more difficult type of decision to make: how does an organization change its basic strategy? Here, I wrote about the shift from MC 14/2 to MC 14/3 which had been initiated by General, Norstad. It took several years to complete the shift in strategy from that of massive retaliation to one of forward defense and flexible response. Although I left SHAPE before the shift was completed, I was able to assess its effectiveness during my second tour in NATO.

The third and most difficult type of decision I covered in my thesis was how an organization changes its structure to accommodate new situations. One would think that international organizations change easily and rapidly, but they don't. There's a great deal of inertia in large organizations. In fact, some things we tried mightily to change never succeeded. For example, we were never able to put together a viable public relations program for NATO.

### National War College

Q: After you left SHAPE I gather you were assigned to the National War College.

A: Yes. I went to the regular course at the National War College in 1958 and finished in 1959.

Q: Was this an easy course? It seems like you were pretty experienced.

A: Yes, it was an easy course and a lot of fun. They let you set your own pace and I decided to work hard. I wrote a ten-year projection of what would happen in foreign affairs and how it would **affect** the military. I wanted to see how well one could project what might happen ten years hence. I thought that no one could, of course, predict precisely what would happen. But I believed that one could project trends and the general course of events. In retrospect, I was right. The projection held up remarkably well. It taught me that a good strategy and plan could absorb many unexpected events and still have us come out where we wanted to be.

The good news about my paper was that I tied for first prize for the class' best thesis. But the bad news was that I tied with Dr. Fritz Kraemer, a friend of long-standing. The winning papers were presented orally to the class and college alumni during their annual reunion. We flipped a coin to see who would go first

and Kraemer won. He was-and still is-a powerful, dynamic and articulate speaker who illustrates his points in four languages. I became so fascinated listening to him that I forgot much of what I was to say during my own presentation.

### **Army Member, Chairman's Staff Group, JCS**

But, apparently, it went over pretty well. There were several talent seekers in the audience, and I was tapped to become a member of the chairman's staff group. The group consisted of three officers-one Army, one Navy and one Air Force-who acted as personal assistants to the chairman of the Joint Chiefs of Staff. We reviewed his papers, did our own research, and gave completely independent and confidential recommendations to the chairman. As his personal assistants we were completely answerable to him and responsible to no one else. It was a very fascinating job and a powerful spot, powerful because one could influence important decisions. Even after recommendations had gone through the entire bureaucracy and put forward by a number of high-ranking officers, we could give a completely candid and separate view on what the chairman should do.

**Q:** Before we talk about your job in the chairman's staff group, could you summarize what you thought about the National War College?

**A:** Yes. The National War College is a great place for three reasons. First, it exposes you to a broad cross-section of high-ranking people in Washington who come to the War College and speak frankly and off-the-record. It opened my eyes and broadened my horizons considerably.

Second, the college allows you to make life-long friendships with people in the Air Force, the Navy and the State Department. A number of those friendships I established at the college proved invaluable later on. For example, when I went to Vietnam, I had trouble finding a place to set up headquarters. Because of a roles and missions fight, I was dispossessed from my office every other week. An Air Force officer I met at the War College took me in and let me share his office. He did this even though General LeMay had labeled me as "Air Force Public Enemy No. 1." He gave me this title because I was introducing armed helicopters into Vietnam.

Third, we learned a great deal from the month-long trips the college took. I elected to go back to Africa where I had served early in World War II. Even though I had spent several months in Africa during the early days of the war, I still felt Africa was the continent I knew least. It was interesting to go back to Liberia