

**No Substitute for Victory:  
Lessons in Strategy and  
Leadership From General  
Douglas MacArthur**

*Theodore Kinni*  
*Donna Kinni*

**PEARSON EDUCATION, INC.**

## *Early Praise for No Substitute for Victory*

“In *No Substitute for Victory*, Theodore and Donna Kinni have captured the essence of the extraordinary leadership skills and strategic vision of General Douglas MacArthur with whom I was privileged to serve in Tokyo and in the early months of the Korean War, including the landings at Inchon. MacArthur epitomized ‘Duty, Honor, Country,’ and he will ever be a ‘role model’ for our nation’s leaders—in and out of uniform.”

—General Alexander M. Haig, Jr.,  
Former NATO Commander and U.S. Secretary of State

“A first-rate, and inspirational, look at how leaders make a difference. While MacArthur may have been ‘one of a kind,’ we can all benefit from learning about the leadership processes and insights he brought to bear on both grand and individual issues. *No Substitute for Victory* is an up-close and personal look at MacArthur and how he thought about and demonstrated leadership. Full of provocative and thoughtful insights, the book will encourage each of us to reflect on our own leadership opportunities.”

—Barry Posner, Ph.D., Co-author: *The Leadership Challenge and Credibility, and International Management Council’s Management/Leadership Educator of the Year*

“We now know that leaders of all types can learn a lot from military leaders, but Douglas MacArthur has largely been overlooked in this regard. Every senior executive can profit from reading about this intense but thoughtful general, and the lessons in this book are well-structured and easily accessed.”

—Thomas H. Davenport, President’s Distinguished Professor,  
Babson College, Accenture Fellow

“For those aspiring to be successful national leaders, CEOs, military commanders, diplomats, educators, think-tankers, and all others whose career ambitions involve commitment to public service, *No Substitute for Victory* is a must-read book. This clear and pure distillation of the life and times of General Douglas MacArthur by the Kinni team holds precious lessons for all who care, share, and dare in order to make a difference. Vision resulting in fulfillment is most likely to happen through the exercise of resolute leadership of the MacArthur kind.”

—Fidel V. Ramos, Former President of the Philippines

“The Kinnis have probed the remarkable life of Douglas MacArthur to great advantage, proving once again that great military leadership offers invaluable lessons for the corporate world. While several of these are lessons we seem to have to keep re-learning, many of their insights shed new light on the challenge of leadership, not only at the highest levels, but throughout the organization.”

—**Jon R. Katzenbach, Senior Partner—Katzenbach Partners LLC,  
and author of *Peak Performance* and *Why Pride Matters More Than Money***

“General Douglas MacArthur was a genuine American hero who has inspired generations of military men and women. Theodore and Donna Kinni’s analysis of MacArthur’s gifts as a leader will help the readers develop those talents in everyday life. While MacArthur’s lessons will be of particular interest to those in uniform, this book offers practical advice to all those wishing to improve their leadership skills.”

—**Congressman Ike Skelton, Ranking Democrat  
on the House Armed Services Committee**

“By distilling General MacArthur’s extraordinary approach to leadership into distinct lessons, Theodore and Donna Kinni have performed a valuable service. In this honest and engaging book, the authors demonstrate the importance of values, vision, and proficiency in the General’s leadership style. They challenge us, with a series of thought-provoking questions in each chapter, to learn from and to follow his example.”

—**John Alexander, President, Center for Creative Leadership**

“Drawing leadership lessons from military heroes is often hard to do simply because the human being is lost somewhere in the uniform, the brigades, and the battles. The Kinnis, however, have brought General MacArthur to life—not just as a soldier but as a person struggling to live by taking his own highest principles and bringing them to life. There’s no doubt that we can learn from MacArthur’s career, and his life is vividly portrayed in this short, poignant, and most powerful book.”

—**Tom Brown, author of *The Anatomy of Fire: Sparking a New Spirit of Enterprise* (Foreword by Jim Collins)  
and keynote essayist for *Business, The Ultimate Resource***

“Theodore and Donna Kinni have written a masterful work that superbly distilled the leadership lessons from the extraordinary career of one of America’s greatest leaders. The depth, complexity, and brilliance of General MacArthur’s leadership are brought out in crisp lessons for all leaders to draw and reflect upon. This is an essential, must read addition to any leadership library.”

—**General Anthony C. Zinni, USMC United States Marine Corps (Retired)**

“An extraordinary book about an extraordinary leader. Everyone can learn from following MacArthur, a strategic genius, and *No Substitute for Victory* maps the way.”

—W.E.B. Griffin, Author of over 33 books, including *By Order Of The President, Under Fire, and Retreat, Hell!*

“In 1978, William Manchester published *American Caesar*, the magisterial warts-and-all portrait of Douglas MacArthur the man. Now Theodore and Donna Kinni have brought us an important portrait of MacArthur the leader and strategist. Here is a study of the very mechanisms and methods that made Mac the architect of victory in the Pacific during World War II and that culminated in the assault on Inchon during the Korean War, a strategic and tactical masterpiece on a par with Hannibal’s Cannae. A common sense, fascinating, and eminently practical book, *No Substitute for Victory* is not aimed at the military specialist, but at CEOs, managers, supervisors, and everyone else whose job it is to lead people in a common enterprise.”

—Alan Axelrod, author of *Patton on Leadership: Strategic Lessons for Corporate Warfare and Office Superman: Make Yourself Indispensable in the Workplace*

“Here, Ted and Donna Kinni capture the essential MacArthur—a controversial general sometimes, but a remarkable leader always. His strategic decisions have down-to-earth pertinence to corporate ‘wars.’”

—Al Vogl, Editor, *Across the Board, The Conference Board Magazine*

“The life of Douglas MacArthur is too often reduced to a few familiar milestones, and not all of them positive! The general’s battle with Truman, and his eventual dismissal, is, after all, a case study in how not to manage up. Pushing beyond these iconic episodes, however, Theodore and Donna Kinni reveal the scores of small and large events, actions, decisions, and testimonials from MacArthur’s life story that show why this complex, driven soldier is a brilliant model for the 50 hard-hitting leadership lessons contained in these pages.”

—Chris Murray, Editor in Chief, *Soundview Executive Book Summaries*

“Are the statements and actions of a leader in a certain place and time relevant signposts to others in radically different contexts? The Kinnis’ answer is a resounding ‘Yes.’ Their creative use of synoptic highlights of General MacArthur’s ideas and behaviors present thought-provoking material for would-be leaders in the 21st century.”

—Blythe J. McGarvie, President, Leadership for International Finance and former director on several corporate boards, including Accenture, Wawa, and The Pepsi Bottling Group

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**By Theodore Kinni and Donna Kinni**

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Financial Times Prentice Hall publisher Tim Moore recognized MacArthur as a genuine American hero and clearly saw the relevance for today's leaders. Acquisitions editor Paula Sinnott jumped in halfway through and kept the book on track with elbow grease and great advice. Chuti Prasertsith hit a home run on the first pitch with the cover design.

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Finally, for proofreading services above and beyond the call of duty, thanks to Joan Kinni and Ray Rieman.

## Foreword

**N***o Substitute for Victory* introduces a new generation of aspiring leaders to General Douglas MacArthur, whose entire career demonstrated the meaning of leadership. The book also demonstrates how vital it was for the nation to have had the benefit of General MacArthur's genius in all of the posts in which he served us so long, so brilliantly, and with such creativity.

Few of today's generation can recall all that MacArthur accomplished, let alone how he did it. So this new biographical study is not only timely, it also serves as a splendid way to learn the strategic and leadership lessons that MacArthur provided us.

*No Substitute for Victory* is far more than a standard biography. It contains descriptions, short and concise, that convey the astonishing dimensions of the General's career from the beginnings of his military training, before his years as a cadet at West Point, and beyond, including: his combat service during World War I; his reorganization of West Point as its superintendent and then, the entire Army during his Chief of Staff years; his service to the Philippines, forming, training, and leading their military; and of course, the many-pronged ways in which he helped win World War II in the Pacific and sealed that victory later in Japan and Korea.

After all military operations, "lessons learned" sessions are held in Washington. Some of the most valuable parts of this book, the various leadership principles that guided the General's actions and the strategies he used throughout his long and productive career, are comparable to those studies.

From the military point of view, perhaps MacArthur's greatest wartime strategy was his decision to avoid costly frontal attacks against Japanese-held islands and instead, simply going above and around them. This lesson is presented here fully and skillfully. In the chapter titled "The Principles of Occupation," there is a list of five principles of management based on one of MacArthur's greatest accomplishments, the occupation and reform of Japan. The foundation for MacArthur's success in Japan stemmed to a great extent from his decision to retain the Emperor. Thus, was he able to secure the support, and later, the virtual adoration, of the Japanese people even as they experienced the traumatic changes they had to undertake in the aftermath of the war.

The importance of courage is also well illustrated. Of General MacArthur's personal bravery there can never be any question. One of my favorite examples is the General's decision to go, virtually alone, to Japan after the surrender. He went unarmed and in a single plane to what was left of Atsugi Airport accompanied by only a small number of his personal staff. For the two hours it took to reach Yokohama, MacArthur was driven past hundreds of thousands of Japan's citizens and the armed soldiers of that conquered nation, who lined the way.

Winston Churchill recalling this said, "Of all the amazing acts of bravery in the war, I regard MacArthur's landing at Atsugi as the greatest of the lot." This was not sheer bravado; by that act MacArthur established both his absolute authority *and* his trust in the Japanese people.

There is, of course, much more to learn in this book for leaders of all ilks. Organizational managers, military officers, and students of leadership alike will find valuable lessons in *No Substitute for Victory*. I would think also that this book should be required reading for West Point cadets.

Caspar W. Weinberger  
Chairman, Forbes, Inc.  
Secretary of Defense under President Ronald Reagan  
November 2004



## *Introduction*

# What Leaders Can Learn From MacArthur

I never met General Douglas MacArthur, but it seems like he has always been a presence in my life. As a boy, I was spellbound by my uncle's stories of World War II. He served with the First Cavalry Division during the liberation of the Philippines, and the pride my uncle had in the accomplishments of his unit and its association with the General ran deep below the surface of his well-deserved bravado.

Later, as a history major in college, I studied the operations in the Pacific during World War II and gained a great respect for MacArthur's strategic genius. When I was commissioned in the United States Marine Corps in 1966, I first visited the MacArthur Memorial while attending the Basic School in Quantico, Virginia. It was after my retirement as Deputy Director of the Marine Corps History and Museums, when I became Director of The MacArthur Memorial and Executive Director of The General Douglas MacArthur Foundation, that I came to be immersed in all things MacArthur and gained my greatest appreciation for the man who President Ronald Reagan called "an authentic American hero."

General MacArthur was one of our nation's preeminent military leaders. During World War II, he was one of only five people to earn the grade of General of the Army. The longevity of his military leadership career has rarely been equaled. With the exception of a short interlude just prior to World War II, he served continuously in the United States Army from his plebe year at West Point in 1899 until his recall in 1951.

From 1918 onward, for over 30 years, he was a general officer with ever increasing command responsibilities.

His military accomplishments are just as formidable as his longevity. MacArthur served as an observer or participant in twenty campaigns in six wars. He was a courageous combat leader in World War I, an instrumental figure in the winning of World War II, and the architect of the Amphibious Assault at Inchon—an operation that turned the course of the Korean War. MacArthur was one of our nation's most decorated officers, earning myriad awards from the Medal of Honor to more than 60 foreign decorations. Winston Churchill thought him the best American commander of World War II.

MacArthur was also one of those rare leaders whose abilities transcended his chosen profession. His statesmanship was proven in the Philippines, Australia, and most notably, during his stewardship over the 80 million citizens of postwar Japan, where it can be truly said that he helped win the peace. He proved his administrative abilities as U.S. Army Chief of Staff during the Great Depression and as Superintendent of U.S. Military Academy at West Point in the early 1920s. Many regard him as the father of today's West Point for his efforts to modernize the academy after World War I.

MacArthur's leadership accomplishments did not stop there. He led the U.S. Olympic team to victory in the 1928 Summer Games. And, in the last decade of his life, he became a corporate leader, as chairman of the board at Remington Rand, Inc. and then, Sperry Rand Corp., and a noted spokesperson for American business.

MacArthur's story makes fascinating and dramatic historical reading, but is it relevant to current and aspiring leaders? The answer, as you'll see in the pages to come, is a resounding affirmative. As MacArthur himself believed and demonstrated, history is our greatest teacher. Although the passing of time often renders tactics and technologies ineffective, the underlying principles on which they are based tend to remain sound. That is why I believe that the 52 lessons in strategy and leadership derived from MacArthur's life and career are as important today as they were in the century past.

Before you leap into those lessons, I'd like to offer you three foundational components of successful long-term leadership that are reiterated throughout this book and observed in MacArthur's life and career. They are values, vision, and proficiency.

Great leadership is first and foremost moral leadership. Values are the guideposts by which a leader determines the boundaries of a proper course of action. Repeatedly throughout history, we have seen what happens when sound leadership values are subverted. The most recent example is the financial scandals that followed the economic boom of the late 1990s, when the pursuit of personal reward superceded integrity.

MacArthur's leadership example is one that was securely tethered to values and even 40 years after his death, these values continue to be closely associated with him. They are Duty, Honor, and Country—the West Point credo and the cornerstone of our nation's military leadership.

Duty is the duty to your organization, to those you lead, and to those you follow. Honor is the imperative of personal integrity. Country is the support in word and deed of the principles on which our nation is based. These are values that can provide a firm foundation for the leaders of any organization, and I urge you to adopt and rigorously practice them.

Vision is second component of long-term leadership effectiveness. Successful leaders must be visionaries in order to set a course of action. They must be able to see beyond the daily turmoil and understand the big-picture. Without a visionary leader, an organization is condemned to forever react.

In this book, you will see how MacArthur was always looking forward—attempting to grasp the challenges looming ahead and formulating strategies capable of overcoming them. Like all great military commanders, he abhorred a passive defense and was always envisioning methods to turn the tide and grasp the offensive. The invasion at Inchon, as you will see in Chapter 1, was a notable example of how a leader's vision can transform a losing proposition into a decisive victory.

The final foundational component of long-term leadership effectiveness is proficiency. Leaders must be highly proficient in order to successfully execute a course of action. They must be lifelong learners and relentless practitioners of their craft. They must hone all of the skills and talents needed to succeed and bring them to bear on whatever tasks they choose to undertake.

The lessons in this book describe many of the skills and talents required of leaders. You will see why they are important and how MacArthur developed and practiced them. You will also get a glimpse into MacArthur's many achievements and see how his success was enabled by concentrated study and hard work. Certainly there are those who are born to lead, and you can make a good case that MacArthur was one of them. But leaders, including MacArthur, will never achieve their full potential unless they build their proficiency.

Values, vision, and proficiency—these are key elements of leadership excellence and organizational victory. It is my hope that General MacArthur's example inspires and assists you in your quest to achieve both. Enjoy the book, come visit the MacArthur Memorial, and thank you for supporting The General Douglas MacArthur Foundation!

William J. Davis, Colonel, USMC (Retired)  
Director, The MacArthur Memorial  
Executive Director, The General Douglas  
MacArthur Foundation  
Norfolk, Virginia

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PART ONE

THE  
GREAT  
COMMANDER

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## *Chapter 1*

# MacArthur at Inchon

General 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 September 15, 1950. Operation Chromite, MacArthur's audacious amphibious invasion of the port city of Inchon, was scheduled to begin at dawn.

MacArthur's confidence throughout the planning of Chromite, which he had conceived to wrest control of the Korean War and liberate South Korea from the North Korean invaders, had been complete and seemingly unshakable. Yet, in the tense hours before dawn, he obviously felt the full weight of leadership. "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."

For MacArthur, it was a portentous moment in an extraordinary life. The five-star general (one of only five Army officers who attained the rank) was standing at the pinnacle of a career that had stretched more than half a century. At age 70, MacArthur 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 United Nations 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.

With Chromite, MacArthur hoped to quickly transform the war through a decisive victory, and as anyone who lived through or studied the Korean conflict well knows, it was a resounding success. The invasion of Inchon reaffirmed MacArthur's reputation as a brilliant strategist. The plan, on which he had been forced to wager his power and reputation to obtain approval, was flawlessly executed. With the precision of a diamond cutter, MacArthur applied military pressure at the single most unlikely point and created a shining victory that turned the course of the Korean War.

With the success of Chromite, the General's career reached a new zenith. For those few weeks in the autumn of 1950, the entire world seemed to be ringing with praise for Douglas MacArthur. Although it would not last, there were few for the moment who would have contested Winston Churchill's assessment: "In trading space for time and in the counter-attack MacArthur did a perfect job."

With benefit of hindsight, we can see that Chromite's overwhelming victory also contained the seeds of MacArthur's downfall. It compelled the Communist Chinese to enter the war en force. Further, the power and influence that MacArthur gained in its aftermath acted as an accelerant in his ongoing conflict with President Harry Truman. In April 1951, this conflict would result in MacArthur's ignominious recall and a national controversy.

### *The Lessons of Inchon*

The story of Operation Chromite is a good place to briefly introduce a few of the many lessons that MacArthur offers contemporary students of leadership. By 1950, MacArthur had had a half-century-long military career that was astonishingly rich in both achievement and diversity of experience. He brought the accumulated weight and integrated application of his experience, learning, and intuition to the conception, planning, and execution of the invasion at Inchon.

Chromite itself dated to the earliest days of the war. Prior to the outbreak of the Korean War, there had been skirmishes on and around the 38th Parallel, the artificial borderline between North and South Korea imposed by the Allies in 1945. But South Korea was deemed to have a strong military, and some observers even believed that its outspoken nationalist government was more likely to invade North Korea than vice versa. Thus, 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, who was then leading the postwar occupation and revitalization of Japan, flew to Korea to see the situation first hand.

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 deportment 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 first declared in World War I.

During his one-day visit, MacArthur's observations of the South Korean troops led him to the immediate conclusion that the army of the Republic of Korea (ROK) was defeated and that the introduction of U.S. ground forces would be necessary to stop the North Koreans from completely overrunning South Korea. Standing on the Han, facing the loss of the entire Korean Peninsula, MacArthur then did something else that was entirely in character. He began planning his campaign strategy.

This almost immediate leap from observation to strategic planning was also a MacArthur trademark. Before President Truman committed ground troops to Korea and before he had formally assigned MacArthur command of the U.S. forces in Korea, MacArthur was already thinking through the defensive strategy and logistics that would be required to maintain a foothold in South Korea. Further, and in yet another MacArthur trademark, the General's mind just as quickly moved from defense to offense.

Later, MacArthur described his thought process while standing on the bank of the Han River. He said, "[I]n these reflections the genesis of the

Inchon operation began to take shape—a counter-stroke 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.”

Just three days later, the General launched the planning effort for Operation Bluehearts, the first iteration of his counteroffensive. The importance that MacArthur placed on speed of movement was obvious in Bluehearts; the invasion was initially scheduled to begin on July 22, less than a month after the start of the war. “The history of failure in war can almost be summed up in two words: Too Late,” he wrote.

In fact, in early July, the larger logistical challenge of mobilizing for the Korean War and the need to reinforce the existing defense of South Korea in order to maintain a foothold on the Peninsula forced a frustrated MacArthur to postpone Bluehearts. But, in the two months of bitter fighting that followed, he led an aggressive and costly defense designed to first, delay and then, stalemate the North Koreans. Throughout that critical period and in keeping with his primary precept, MacArthur was also actively planning the assault that would enable a two-pronged counter-offensive aimed at enveloping and destroying the enemy army. He told the Joint Chiefs of Staff:

*Every human effort in this command is now geared to the overriding first essential—to halt the enemy advance. [The enemy] is utilizing all major avenues of approach and has shown himself both skillful and resourceful in forcing or enveloping such roadblocks as he has encountered. Once he is fixed, it will be my purpose fully to exploit our air and sea control and, by amphibious maneuver, strike behind his mass of ground force.*

Toward that end, MacArthur renamed the invasion plan Operation Chromite and set a new date for mid-September. To many of MacArthur’s peers and superiors, Chromite’s target, the port city of Inchon, hardly seemed an auspicious choice. Inchon’s 30-foot tides, second only to the Bay of Fundy, 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 and/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 UN 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 North Koreans would never expect or prepare for such an attack, so it would succeed.

In a series of meetings, conferences, and communiqués, MacArthur used all of his much-vaunted communication skills to gain approval for Chromite. The crucial meeting came on August 23, when according to MacArthur, the Army Chief of Staff and Chief of Naval Operations flew from Washington to Tokyo to “not so much discuss as to dissuade” him from attempting the landing at Inchon.

First, MacArthur listened to the numerous arguments against Inchon and to presentations of alternative plans for an invasion at Kunsan, a port further to the south and closer to the UN Forces at Pusan. He then launched, without notes, into what was by all accounts a convincing and compelling argument that stretched on for 45 minutes.

An avid student of the lessons of military history, MacArthur compared Chromite to British General James Wolfe’s capture of Quebec in the French and Indian War almost 200 years before. Wolfe’s equally unexpected plan called for 5,000 men to scale sheer 170-foot cliffs, on which the French had only light defenses, to gain position behind the fortified French city. The French lost the battle that followed on the Plains of Abraham, the city, and eventually, Canada itself. “Like Wolfe, I could take them by surprise,” MacArthur declared.

Next, the General refuted the objections to Inchon. He said that the Navy was underestimating its own capabilities; he had “more confidence in the Navy than the Navy had in itself.” He also eliminated the Kunsan option as one that would only extend the existing front and not trap the NKPA.

MacArthur reiterated Inchon’s position as the proper place to cut the NKPA’s supply lines. In the strongest terms, he declared the urgency of the situation and urged his superiors to act decisively:

*Make the wrong decision here—the fatal decision of inertia—and we will be done. I can almost hear the ticking of the second hand of destiny. We must act now or we will die.*

MacArthur concluded his argument with a direct statement of responsibility and accountability. He promised to personally oversee the invasion and withdraw quickly if the plan went awry. "The only loss then will be to my professional reputation," he said. "But Inchon will not fail. Inchon will succeed." On September 8, the Joint Chiefs of Staff approved Operation Chromite.

MacArthur's confidence was a leadership trait that was evident throughout his career, but it was rarely sheer bravado. His choice of targets and operational plans were always informed by military intelligence and reconnaissance. "Battles are not won by arms alone," he said.

Prior to Inchon, information collected from prisoner-of-war interrogations suggested that the NKPA had approximately 1,000 poorly trained troops in that area and confirmed that no attack was expected. MacArthur also had the benefit of direct reconnaissance derived from covert missions. Two weeks before the invasion, Eugene Clark, a Navy lieutenant attached to MacArthur's G-2 (Intelligence) staff, was dispatched to Inchon, where he reported on the islands and conditions in the channel and harbor. Clark's information on tides, enemy strengths, mines, and other defenses confirmed Inchon's vulnerability. It was also used to target and destroy enemy fortifications prior to the landing. While MacArthur was waiting aboard the *Mount McKinley*, Clark was turning on the lamp at the Palmido lighthouse that would guide Task Force 90 up Flying Fish Channel to Inchon.

The fact that MacArthur was actually aboard the flagship was also in keeping with the General's approach to leadership. Throughout his life and after, MacArthur has been criticized for being both too close to the front lines of battle on some occasions *and* too far away on others. In reality, he tended to want to be close to the front.

MacArthur believed in *visible* leadership as a motivational force. Perhaps more importantly, he wanted to be close enough to personally observe the battle in high-risk operations such as Inchon and to be able to quickly adjust his plans when necessary. MacArthur often labeled such an operation a "reconnaissance in force," and he ensured adaptability and speed in decision-making by being present on the scene. Thus, on the day of the invasion, MacArthur commandeered a barge for an even closer look at the action. On September 17, he went ashore and drove east through Inchon into the combat zone itself.