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A biweekly collection of articles, comments and opinion pieces from popular media and the blogosphere, thematically reflecting the spirit of George C. Marshall's enduring legacy of leadership and strategic vision.

We break from our typical format to highlight four individuals and their work.

Tom Ricks on Accountability

In his new book ***The Generals: American Military Command from World War II to Today***, Tom Ricks says that accountability among our highest military leaders has gone missing. Generals are rarely fired today for poor performance, and he thinks the new standards for evaluating generalships have changed in a disturbing fashion. "During World War II, top officials *expected* some generals to fail in combat, and were prepared to remove them when they did. The personalities of these generals mattered enormously, and the Army's chief of staff, George C. Marshall, worked hard to find the right men for the jobs at hand," he writes. But not so today, he says.

Join us in Richmond on Dec. 4 when Tom Ricks will discuss *The Generals*. A reception and book signing will follow. For more information write to Leigh McFaddin at mcfaddinh@marshallfoundation.org or call 540-463-7103 ext 138.

Terry Newell, Jack Uldrich and John Whitlow are three accomplished instructors in the Marshall Foundation Executive Leadership Series. Our one-, two- or three-day customized educational programs can be held in Washington, Lexington or other locations. Below are a few highlights from their presentations. For more information call Leigh McFaddin at 540-463-7103.

Terry Newell on Statesmanship

Terry Newell has been a life-long student of Marshall's leadership. A former dean of the faculty at the Federal Executive Institute, he recently wrote ***Statesmanship, Character and Leadership in America*** that was published by Palgrave MacMillan. He devotes a chapter to explaining George C. Marshall's vision for post-War Europe in 1947 when he delivered an address at Harvard outlining what would become the Marshall Plan.

Terry is adept at positioning Marshall as the strategic genius behind Allied efforts to win WWII as well as the European recovery that followed. He is equally comfortable talking about elements of statesmanship and loyal opposition and dissent during our sessions. Terry consults with numerous organizations through his firm, Leadership for a Responsible

Society. His work focuses on values-based leadership, ethics, and enhancing customer experiences.

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Jack Uldrich on Leadership

Jack's research on George C. Marshall put him on a path that resulted in his writing ***Soldier, Statesman, Peacemaker: Leadership Lessons from George C. Marshall*** that was published by the American Management Association. He distills Marshall's vast leadership experience into nine key principles that he highlights with examples from contemporary leaders in business and government.

The author of 11 books, Jack is also a futurist and public speaker. He delivers a fascinating talk during our leadership education programs on "Leading in an Era of Exponential Change" about nine forces in technology that leaders must understand in order to lead successfully. You can learn more about his work by subscribing to his monthly e-newsletter, "The Exponential Executive," that's available at his web site at <http://jumpthecurve.net/>

John Whitlow on Power Partnerships

Great partnerships involve complementary uses of social power between the leader and the co-leader, says John Whitlow drawing on the book, *Co-Leaders: The Power of Great Partnerships*. Power partnerships work when the leaders share values, understand the roles each will play, subordinate their egos, and bring complementary skills to the relationship.

John relates the relationships of the archetypal co-leader George Marshall to three individuals necessary to Allied victory in World War II: Roosevelt, Truman and Churchill before revealing the work that he and Marcus Carraway have done on understanding great contemporary partnerships such as Bill Gates and Steve Ballmer at Microsoft, Anne Sullivan Macy and Helen Keller in their work with the physically disabled, and Dean Smith and Bill Guthrie at the University of North Carolina basketball program, among others. John is president of JHW Consulting Services, an organizational consulting and training firm.

We thank them and other instructors who've helped to make our seminars memorable, meaningful and relevant. Visit our website under [Leadership to read full bios](#).

Other optional sessions in our leadership series include [Loyal Opposition and Dissent](#), [Developing the Next Generation of Leaders](#), [Leading Change](#), [Strategic Leadership](#), and [the Leader as Servant](#).

The private, non-profit, independent George C. Marshall Foundation, located in Lexington, Virginia, prepares emerging leaders in military service, foreign service, public administration and business in the essentials of vision, strategy and leadership. If you'd like to contribute in support of the Marshall Foundation's leadership education programs, call Rick Drake at 540-463-7103 or go online to www.marshallfoundation.org.

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