The Making of a Leader: DWIGHT D. EISENHOWER

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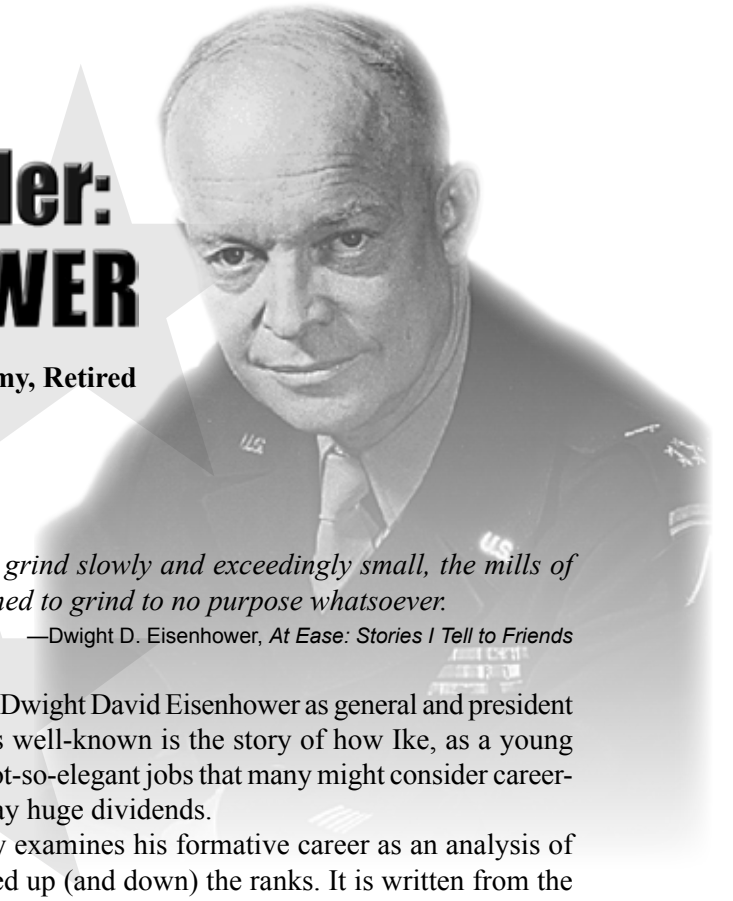

If the mills of the gods grind slowly and exceedingly small, the mills of the War Department seemed to grind to no purpose whatsoever.

—Dwight D. Eisenhower, *At Ease: Stories I Tell to Friends*

A long time student of leadership, the author has a personal recollection of "The General." His father, Paul T. Carroll, worked for Ike in 1945–48 in the Pentagon, 1951–52 in NATO, and 1953–54 in the White House (the first two years of Ike's presidency). Some of the author's recollections are included in the following pages.

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PHOTO: General Dwight D. Eisenhower, Supreme Allied Commander, at his headquarters in the European theater of operations. He wears the five-star cluster of the newly-created rank of General of the Army, February 1945. (NARA)

THE LIFE STORY of Dwight David Eisenhower as general and president is well-known. Less well-known is the story of how Ike, as a young officer, was given some not-so-elegant jobs that many might consider career-enders, but would later pay huge dividends.

This biographical essay examines his formative career as an analysis of Ike's path as he progressed up (and down) the ranks. It is written from the perspective of how a leader is made, especially in the U.S. Army. Note my conviction that leaders are *made*, not *born* (an age-old debate). To take the argument further, Eisenhower's life shows us that great leaders are not only *made*, they *make themselves*.

Thus, this is the story about how Ike developed his own professional knowledge and leadership abilities throughout his career. It may inspire the occasional Army officer who faces a career assignment not preordained by conventional wisdom to be on the perfect glide path to greatness.

1890–1911: The Early Years (to age 20)

David Dwight Eisenhower was born in Denison, Texas, on 14 October 1890. His mother reversed his first two names to Dwight David, and he continued that format for life. The family moved to Abilene, Kansas, a few years later. Through his parents, Ike was affiliated with the Mennonites and Jehovah's Witnesses, and it was both unusual and difficult for this religious, peace-loving family to see one of its seven sons go off to be a Soldier.

As a school boy, he did very well in math and English, but he had a special appreciation for history, which he studied at home. His mother had a sizable library under lock and key, and Ike found the key. He especially enjoyed ancient history. Studying the Punic Wars between the Carthaginians and Romans would help him later in the North Africa and Italy campaigns in World War II. His hero was Hannibal, famous for crossing the Alps with elephants, which later Ike would do in his own way. He was a fine pistol shot, not bad with his fists, and a star baseball and football player. In other words, he was excellent West Point material.

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Camping on the Smoky Hill River circa 1904, Dwight front center.

1911–1915: West Point Cadet (age 20–24)

It was almost by chance that Eisenhower even entered the Army at all. His best friend, Swede Hazlett, talked him into applying to the service academies. At that time, there was just one entrance exam for both the Naval Academy and the Military Academy. While Swede ended up at Annapolis, Ike went to West Point. Ike remained a close friend of Swede, corresponding with him throughout their careers. As president, he attended this retired Navy captain's funeral, illustrating how Ike developed and maintained life-long friendships.

At West Point, Ike was a hard-nosed football player, playing halfback and linebacker, and recognized in the *New York Herald* for a "spectacular touchdown." As a sophomore, playing against the 1912 national collegiate champions, the Carlisle, Pennsylvania, Indians, Ike tackled the legendary Jim Thorpe. Unfortunately, a later knee injury kept Ike off the gridiron squad the next two years and nearly cost him his commission. He was an excellent boxer and wore the rank of color sergeant. An excellent writer, Ike stood 10th in his class in plebe English. He graduated at 24 years of age, 61st in academics and 125th in demerits, out of the 164 in the class of 1915. This was the class the stars fell on: one out of three cadets became a general officer. Ike's graduation came one year after the Great War started in Europe, but to his chagrin, he did not see combat in it.

As a young man applying to service academics, Ike had received a letter from a congressman's office signed "for" by a secretary. This signature offended him to such a degree that he later refused to allow anyone to sign his name. When Ike was Chief of Staff of the Army, my father, who was in charge of his correspondence, got a handle on his writing style and made Ike's hundreds of daily letters much easier to sign.

1915–1916: Second Lieutenant (age 24–25)

At Fort Sam Houston, Texas, in addition to courting and marrying Mary (Mamie) Geneva Doud, Ike performed the routine duties of a new lieutenant in his regiment, the 19th Infantry. Reportedly, he also did quite well at poker. His soon-to-be father-in-law squashed as "too dangerous" his desire to learn to fly with the aviation section of the Signal Corps, the fledgling Air Corps. (However, while in the Philippines in 1937, Ike would take flying lessons and fly solo.) His early fascination with aviation paralleled his later interest in tank warfare, when both means of warfare were in their infancies.

The lyrics from the old cadet song "Benny Havens," *"In the Army there's sobriety, but promotion's very slow,"* was *not* the case in Ike's day. There might have been sobriety (doubtful), but promotions were very fast: he made first lieutenant in 1916, captain in 1917, and major in 1918. Of interest, George S. Patton, West Point Class of 1909, and a second lieutenant for seven years, also made first lieutenant, captain, and major in the same years as Ike did. Both Ike and Patton were promoted to lieutenant colonel in 1918 as well.

1916–1917: First Lieutenant (age 25–26)

Ike applied for service with General "Black Jack" Pershing's Punitive Expedition to Mexico, but was turned down. This would not be the last time he would experience trouble going "to the sound of the guns."

His assignment as inspector general to the 7th Illinois Infantry Regiment, billeted under canvas at Camp Wilson near Fort Sam Houston, gave Ike the unique opportunity to observe first-hand the

My parents entertained Ike and Mamie at our house on at least one occasion that I remember, and I can recall watching cowboy movies with Ike and several other staff "brats," all of us, including Ike, in our pajamas. I later paid Ike a courtesy call at Gettysburg when I returned from Vietnam in 1967 as a captain. I recall being concerned about how to salute and report to the man and whether I had my ribbons on properly. I wished I had asked him about my dad. My memory of Ike is simply of a gracious gentleman with a remarkable smile.

abilities and limitations of National Guard units. With the concurrence of the regimental colonel, young Lieutenant Eisenhower was made fully responsible for the training and administration of that entire regiment.

He later held the job of Fort Sam Houston provost marshal, the chief law enforcement officer on post, which provided him insight into disciplinary matters. Then Ike was assigned as the regimental supply officer of the newly activated 57th Infantry Regiment, back at Camp Wilson. The 57th would grow from a small officer cadre with no barracks, tents, or equipment to a brawny outfit with over 3,000 troops. Like Ulysses S. Grant, who was quartermaster during the U.S.-Mexican war, Ike absorbed the crucial lessons of logistics as a junior officer.

1917–1918: Captain (age 26–27)

Ike set up a program and taught candidates for infantry officer commissioning at Fort Oglethorpe, Georgia, and later trained newly commissioned lieutenants at Fort Leavenworth, Kansas. And while these were not combat assignments in the trenches of France, they grounded him not only in the essential leadership traits required of young officers, but also in how to teach them. In spite of the meaningful contribution he was making to the war effort, he still could not help but feel he was on the sidelines of the biggest career-making event of his lifetime. Captain Eisenhower volunteered for combat duty during World War I so many times he was actually reprimanded for it.

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1918: Major (age 27)

Assigned to the 65th Engineers at Camp Meade, Maryland, Ike was part of the newly formed 301st Tank Battalion, Heavy. This was his first in-depth look at tanks. He was then tasked to establish Camp Colt at the Civil War battlefield of Gettysburg, Pennsylvania. Under his direction, Camp Colt would grow from nothing but an idea to eventually housing the Army's nascent tank corps, some 10,000 men. We can imagine that the lessons he learned there would pay huge dividends in establishing the pre-D-Day staging areas in Great Britain.

1918–1920: Lieutenant Colonel (age 27–29)

Ike was promoted to lieutenant colonel at Camp Colt on 14 October 1918 (on his 28th birthday and only 3 years out of West Point) with orders to go to Europe as a tank commander. Less than a month later though, the Armistice cancelled Ike's deployment plans.

Ike got a small-scale, but painful, taste of what it is like to draw down an entire army. He moved his unit to Fort Dix, New Jersey, discharged 80 per cent

On the general topic of health, Ike had been a very good athlete in college; a strong and fit young officer at Fort Sam Houston—winning a bet by climbing the guy wires to the flag pole, hand over hand, without using his feet; and a very able equestrian, competing in Panama. Photographs of him even late in life showed a man in good shape, although he was a chain smoker, especially during the war. He took up painting at Churchill's suggestion to help him relax, and later loved the game of golf.

As president Ike suffered a heart attack on September 20, 1955 while on vacation in Denver, Colorado. As it happens, a year and a half earlier my father had been treated for heart disease and suffered a fatal heart attack in September 1954. His doctor at Walter Reed was Paul Dudley White. When Ike suffered his heart attack a year later, White too was his doctor. Armed with that experience and relationship, the doctor was able to help Ike survive his heart attack. White is known in medical circles as one of the preeminent cardiologists of his era, famous, among other accomplishments, for saving Ike's life by treating him by means that are now common practice.

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Lieutenant Colonel Dwight D. Eisenhower, 1919

of the troops and then took the remaining regulars by train to Fort Benning, Georgia. This experience would serve him well after the Second World War, when Ike—as chief of staff of the Army—would oversee a much more massive draw-down.

Also in 1919, Ike got an unusual opportunity: he was an observer to a transcontinental motor convoy. On the first day, they made only 47 miles in about seven hours with three breakdowns. The entire trek across the United States took several months, averaging less than six mph. This valuable exercise trained Ike for dealing with the monumental task of coordinating World War II troop and supply movements. It also likely highlighted to Ike the nation's dire need for improved, high-speed roads and no doubt inspired the Interstate Highway System that bears the Eisenhower name.

Subsequently at Camp Meade, Ike served with Colonel George S. Patton, a five-year man from West Point's class of 1909. (If you add his "rat" year at Virginia Military Institute, Patton actually took six years to get his commission.) Patton had come in fifth in the pentathlon during the 1912 Olympics and was a combat hero. Ike looked up to Patton and respected his combat experience with armored troops. The Pattons and Eisenhowers were next-door neighbors, and the two men became great friends, each valuing the other's knowledge of military affairs and history.

At Meade, Lieutenant Colonel Eisenhower commanded the heavier (Mark VIII) tank brigade, while Colonel Patton commanded the lighter (Renault) tank brigade. The two of them immersed themselves in the actual mechanics of mechanized warfare, disassembling their two models of tanks down to the last tread and bolt. Together they experimented with tanks and developed novel insights for how they should be used. Differing from the War Department's conventional wisdom, they saw greater value in using tanks to create rapid breakthroughs rather than just to support the infantry at a walking speed. Though they could not have known it at the time, this peacetime tour of duty would lead to an appreciation for the armored warfare that would be waged later in North Africa and Europe and would create a friendship that would endure throughout the war, despite some very rough spots.

1920: Back to Major (age 30)

When the Tank Corps was disbanded in 1920, both Ike and Patton reverted to the rank of captain on 30 June 1920, but were then promoted immediately to major: Patton on 1 July 1920 and Ike on 2 July 1920. Patton would remain a major for the next 14 years, Ike for the next 16. Tragically, during this assignment at Camp Meade, the Eisenhowers lost their first son, Doud (Icky) Dwight, to scarlet fever. The young boy died in his quarantined room with Ike watching through the window from the porch. This tragedy would haunt Ike to his own dying day.

While at Fort Meade, Patton and Ike spent a day with Brigadier General Fox Conner, presenting their views about tanks and armored warfare. Conner had been Pershing's operations officer during World War I and was considered one of the Army's brains, as well as a renaissance man. Well into the night, Conner directed most of his questions at Ike, whom he viewed as the more insightful of the two.

The Pattons and Eisenhowers were next-door neighbors, and the two men became great friends

1922–1925: Still a Major (age 31–34)

In 1922, Conner pulled some strings with his old boss, General John J. Pershing, then chief of staff of the Army (CSA), to get Ike assigned as his executive officer with the 20th Infantry Brigade at Camp Gaillard, Panama. Aside from being somewhat of an understudy to Patton, Ike had not benefited from a mentor until he arrived in the Canal Zone. Here he learned at the chair of a master. Later in his career Ike would benefit from the likes of Pershing, MacArthur, Krueger, Marshall, and Churchill. But Conner was his first and best mentor.

Over a three-year period, Conner put Ike through an intensive reading program of the world's greatest thinkers, among them Plato, Nietzsche, and Shakespeare. Ike read the works of all the great military authors, in particular Grant's *Memoirs* and Clausewitz's *On War* (three times). Using the Socratic method, Conner groomed Ike's appreciation for philosophy, history, tactics, and strategy. Conner also impressed upon Eisenhower the notion that the Treaty of Versailles made another war inevitable and that the future one would again involve coalition warfare, but with the United States playing a larger role. So instead of whiling away the balmy tropical days in Panama playing bridge and polo, Ike received the equivalent of an advanced university degree in strategy and also developed a premonition of what would occur roughly 20 years later.

The Eisenhowers' second son was born in Panama. John Sheldon Doud would later graduate with his West Point class on the day his dad would attack across the English Channel. Bothered by the tropical heat, insects, and bats, Mamie, with John in hand, left her soldier-scholar husband temporarily for her family in Denver.

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1925–1927: Still a Major (age 34–36)

At this point in his career, Ike ran a remarkable political gauntlet with the help of his mentor, Conner. As an infantry officer, Ike was not selected to attend either the Infantry School at Fort Benning, Georgia, or the Command and General Staff School (C&GS) at Fort Leavenworth, Kansas, but was posted instead—against his wishes—back to Meade. To overcome this slight, Conner maneuvered Ike's temporary transfer from the Infantry to the Adjutant General (AG) Corps and into a recruiting job at Fort Logan, Colorado. At the time this was a highly undesirable job, but it was close to his in-laws and thus good for his marriage. And now that Ike was a member of the AG Corps, the U.S. Army's Adjutant General, guided by Conner, sent him to the C&GS using that branch's quota.

The Chief of Infantry personally told Ike that, not having gone to Benning, he was unprepared and would fail at Leavenworth. But Conner assured Ike that he would excel. Ike graduated first in the class of 1926, and his study mate, Leonard T. Gerow—later his boss in War Plans—was second. When asked to approve Ike's request to take a much sought-after teaching job at the C&GS, the Chief of Infantry declined. He instead assigned Ike, now Infantry again, to Fort Benning, to coach football and command an infantry battalion, perhaps not the best assignment for the top graduate of the C&GS who had commanded a tank battalion some eight years earlier.

1927-1929: Still a Major (age 36–38)

Once again, Fox Conner intervened in Ike's career, getting him assigned to the American Battle Monuments Commission in France. Alhough on the surface this might seem like yet another deviation from a "good" career path, the Commission's chairman was recently retired General of the Armies John J. Pershing. This posting gave Ike the opportunity to live in France with his family and to walk the battlefields of World War I, gaining a first-hand appreciation for the war he had missed and some valuable insight for the one he would soon wage.

In addition to writing a guide to American battlefields in France, Ike served as speech writer for Pershing and assisted him with his memoirs. Pershing,

not known to be an easy task-master, nevertheless lavished rare praise on Ike. Pershing's memoirs, *My Experiences in the World War*, would later win the 1932 Pulitzer Prize for history.

Major Eisenhower so favorably impressed Pershing that he was even permitted to take time out from his assignment with the Monuments Commission to attend the prestigious Army War College, at the time located at Fort McNair in Washington, D.C.

But perhaps the most fortuitous accomplishment of this tour was to meet and to favorably impress George C. Marshall, then a lieutenant colonel. Marshall had worked for Pershing as a planner in World War I, as aide-de-camp to the CSA, and as a key advisor on the Monuments Commission. Here was the organizational genius who would later expand the Army forty-fold within three years and whose eye for talent would launch Ike into stardom.

In World War I, Colonel Marshall had been the planning officer for Brigadier General Conner, who was the chief of operations (G3) for General Pershing, the commanding general, American Expeditionary Forces (AEF), Europe. These three brilliant men influenced Ike in so many ways. And soon Ike would meet another remarkable man, Douglas MacArthur, a highly decorated war hero (two Distinguished Service Crosses, seven Silver Stars, a Distinguished Service Medal, and two Purple Hearts) who was not enamored with the "Chaumont crowd," referring to the location of the AEF Headquarters and to the staff that never ventured to the front, as he did.

Pershing, Conner, Marshall, and MacArthur have an interesting connection which speaks volumes about the internal politics of the U.S. Army. In 1930, retired General of the Armies Pershing recommended Major General Conner to be the chief of staff of the Army (CSA), but Conner was passed over in favor of the younger MacArthur. MacArthur and Marshall were truly contemporaries—MacArthur only eleven months older than Marshall, and Marshall commissioned (from the Virginia Military Institute) just 16 months before MacArthur (from West Point). But in 1930, the newly promoted MacArthur wore four stars, while Marshall wore the silver oak leaf of a lieutenant colonel. Marshall finally made colonel in 1933, but MacArthur refused to promote him to brigadier general in spite of the recommendation of General Pershing. It was a full year after MacArthur's unusually long (five year) stint as CSA, that Marshall was finally promoted to brigadier general (1936). Conner retired a major general in 1938. A year later, Marshall jumped from brigadier to the four-star CSA job. Five years later, in December 1944, CSA Marshall, then boss of both MacArthur and Eisenhower, was promoted to five stars exactly two days ahead of MacArthur and four days ahead of Ike.

Marshall was indeed a talent scout. He ran across my father as a Captain during the Louisiana Maneuvers. In December 1944, over the fierce objections of my dad's division commander, CSA Marshall asked for LTC Carroll to return to the States to be the operations briefing officer in the Pentagon. After 3½ years deployed from home (Iceland, England, and France), my father would have the remarkable opportunity to work for three successive and historical CSAs: Marshall, Eisenhower, and Bradley.

1929–1933: Still a Major (age 38–42)

Eisenhower arrived back in the United States just as the nation was entering the Great Depression. He was the executive officer to the assistant secretary of war, completing, among other tasks, a study exploring the readiness of American manufacturing to convert to military production.

Later, he became an aide to CSA MacArthur, who, unlike others during the depression, was very interested in industrialization. For MacArthur, Ike wrote a comprehensive plan for the war-time mobilization of American industry that years later would become President Roosevelt's master plan to develop the "arsenal of democracy." Once again, a seemingly off-track assignment would become an excellent background assignment for the future general who would delay the desired 1943 invasion of France until America produced adequate guns, tanks, airplanes, ammunition, landing craft, boots, and K rations.

Ike continued to serve MacArthur, working on reports to Congress on topics such as mechanization, mobilization, and the development of air power. Ike even accompanied his boss—wearing Sam Browne belt, riding breeches, boots, and spurs—as they led

some 600 infantrymen and Patton's cavalry squadron from Fort Myer, Virginia, across the Anacostia River in Washington D.C. to disperse the roughly 20,000-man "Bonus Army" veterans.

When MacArthur left D.C. to become chief military advisor to the Commonwealth of the Philippines in 1935, he brought Ike with him. Major Eisenhower did not have much choice in this posting, but Mamie did, and she delayed her move for a year.

1936–1939: Finally, Lieutenant Colonel (age 45–48)

Promoted to lieutenant colonel in 1936, Ike was delegated a great deal of authority in preparing the Philippines for an attack that would come all too soon in 1941. During this four-year stay in Manila, Ike's tasks were as much diplomatic as military, and he gained the respect and admiration of Philippines President Quezon as he would in future years of other heads of state.

In this seven-year-long close association with MacArthur, Ike would gain from this master politician, brilliant thinker, and eloquent "American Caesar," invaluable experience in dealing with large-scale problems, large-distance logistics, and large-ego people, all of which were necessary lessons for his future roles.

1939–1940: Lieutenant Colonel, then Colonel (age 48–49)

Returning to the States late in 1939, Ike helped coordinate a vast series of troop movements and training exercises for recently drafted troops and National Guard units on the west coast at Fort Ord, California. He then proceeded to Fort Lewis, Washington, as the executive officer of the 15th Infantry Regiment where he also commanded a battalion. Ike would rise to greatness without having commanded any military unit above battalion and none in combat. His other soldierly experiences, in addition to his own character and competence, would more than make up for that deficit, about which so many would be so vocal. Years later, Ike would visit the 15th Infantry in Korea as president-elect.

He progressed through an amazing series of assignments—all with the title "chief of staff," the leader who plans and coordinates all staff work for personnel, intelligence, operations, and logistics for the commander. As a lieutenant colonel, he was first chief of staff of the 3d Infantry Division, then chief of staff of the newly activated IX Corps, both at Fort Lewis. (In 1940, Eisenhower petitioned his good friend Brigadier General Patton to serve in the new tank corps, but CSA Marshall turned him down.)

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As a new colonel, Ike then became the chief of staff of the 3d Army at Fort Sam Houston, under Lieutenant General Walter Krueger, a "mustang": a former private who later would wear four stars. In the summer of 1941, the 3d Army decisively "defeated" the 2d Army during the much-publicized training exercise created by Marshall, the Louisiana Maneuvers, and Ike was given credit for Krueger's battle plans.

1941–1942: Brigadier General (age 50–51)

Ike's rapid series of "chief of staff" jobs would later serve him well in North Africa and Europe in terms of understanding the roles and functions of large army units. He earned his first star on 29 September 1941. Seven months earlier, his close friend Omar Bradley had received the first star in the West Point Class of 1915, when Marshall jumped him from lieutenant colonel to brigadier general and sent him from the War Department to Fort Benning with orders to form the Officer Candidate School.

Five days after Pearl Harbor, secretary of the general staff of the War Department Colonel Walter Bedell Smith (later Ike's chief of staff for the entire war) called Ike in San Antonio with the message that Marshall wanted him in Washington D.C. immediately. Ike's first task from Marshall was to draw up the Pacific Strategy. A few hours later, Ike returned with a concise outline. He reasoned that, with our Navy temporarily paralyzed in the Pacific, we could not adequately supply the Philippines along our traditional lines of communication. Therefore,

we must secure a base in Australia, protect those new lines of communication, and from there supply American and Philippine troops by air and submarine as long as possible. No garrison could hold out if the Japanese attacked with a major force, but we were obliged to do everything humanly possible. Eisenhower argued, "They may excuse failure, but they will not excuse abandonment." Marshall agreed and told him to make it happen.

For the following six months Ike excelled in planning and strategy: progressing from deputy chief in charge of Pacific defense, War Plans Division (headed by Leonard Gerow), to chief of the War Plans Division, to chief of operations. Ike dove into the full spectrum of strategy for Marshall: intelligence, special operations, logistics, mobilization, and funding. And he learned to dig into the details of issues, a lesson that would prove invaluable in his preparations for D-Day. He often went to the White House for briefings, never thinking that he would return a decade later in a much different capacity. Marshall asked for a memorandum to outline an allied strategy for the president and the combined chiefs of staff. What Ike wrote was not new, but it had clarity and compelling logic. It became the blueprint for the war in Europe.

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General Dwight D. Eisenhower giving the Order of the Day, 6 June 1944.

In 1950 Ike pulled my father from the faculty of CGSC to accompany him to Paris when he became the first supreme commander allied powers Europe. When my father was attending the National War College at Fort McNair, Ike called for him to go on his trip to Korea (December 1952) and then to join him at the White House (January 1953).

At Marshall's request, Ike visited the American forces in the United Kingdom and returned, giving them a failing report card. Marshall asked him to write a directive to the commanding general of the European theater of operations. On handing it to Marshall, Ike told the CSA to read it carefully because it would become the directive for the war. Marshall did read it, and three days later replaced Major General James E. Chaney with Major General Dwight D. Eisenhower.

1942: Major General (age 51)

On 25 June 1942, Ike left the Pentagon for the duration of the war. Marshall had launched the career of his protégé, over the objections of many who thought him to be lacking in command experience. Thereafter, Ike's accomplishments were legion, and his promotion story is perhaps best told by simply listing his time in grade: colonel, six months; brigadier general, five months; major general, four months; lieutenant general, seven months. Understandably, this was war time, but rising from lieutenant colonel to four-star general in twenty-three months was nonetheless a remarkable feat.

For most of us, the more famous stories of Ike's life begin here: leading the Allied forces to victory in Europe, then himself serving as CSA, then becoming president of Columbia University, then serving as the first supreme commander of allied powers in Europe, and then finally being elected president of the United States. Eventually, he retired to a small farm at Gettysburg, the place where he had built Camp

Ike organized the White House along the lines of a military HQ, with a chief of staff and a secretary of that staff. My father became the first secretary of the White House staff. He went to the White House as a colonel and was promoted to brigadier general six months later. Shortly after that he suffered a heart attack. Nine months later he suffered a second and fatal heart attack. He was replaced by Colonel Andrew J. Goodpaster who held the job throughout the rest of Ike's presidency. (President Kennedy later disbanded that organization, which prompted Ike to call it "organized chaos".)

Colt back in 1918. He died at Walter Reed Hospital on 28 March 1969, at the age of 78. Few would argue that Ike's temperament, character, insight, and competence—so well demonstrated during the latter part of his life—were not molded during his earlier career.

Conclusion

This case study of Eisenhower's career illustrates the Army's unique way of growing its leaders. Today, even as it did at the turn of the last century, the Army moves its officers into varied jobs in diverse organizations across the globe, anticipating they will assess each unique situation in short order and act decisively, while gaining valuable experience for higher and more demanding assignments. Thus, an assignment that some may think diverts an officer away from the preferred career trajectory to success may actually turn out to be the foundational assignment that makes that officer uniquely qualified for leadership at a higher level.

In such a fashion does the Army make its officers. In such a fashion do great leaders make themselves. As Ike says in his autobiography, *At Ease*, "Whenever I had convinced myself that my superiors, through bureaucratic oversights and insistence on tradition, had doomed me to run-of-the-mill assignments, I found no better cure than to blow off steam in private and then settle down to the job at hand." ***MR***