

# CHAPTER 1

## WHY IS STRATEGY DIFFICULT?

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Colonel (Ret.) Arthur Lykke taught an entire generation of U.S. Army War College students that strategy at any level consists of ends or objectives, ways or concepts, and means or resources. This three-element framework is nothing more than a reworking of the traditional definition of strategy as the calculated relationship of ends and means. Yet the student response is always overwhelmingly favorable, with Lykke's framework invariably forming the structure for subsequent seminar problems on subjects ranging from the U.S. Civil War to nuclear strategy. This is due, in part, to the fact that students weaned on the structural certitude of the five-paragraph field order and the Commander's Estimate naturally find such structure comforting in dealing with the complexities of strategy. But those students also know from their experience in the field that there are limits to the scientific approach when dealing with human endeavors. As a consequence, they can also appreciate the art of mixing ends, ways, and means, using for each element the part subjective, part objective criteria of suitability, feasibility, and applicability – the essence of strategic calculation.<sup>1</sup>

The ends-ways-means paradigm also provides a structure at all levels of strategy to avoid confusing the scientific product with the scientific process. The former involves production propositions that are logically related and valid across time and space. The search for these immutable principles over the centuries by students of war failed, because they looked at classical strategy as something like physical science that could produce verities in accordance with certain regularities. This was further compounded by military thinkers who made claims for scientific products without subjecting those products to a scientific process. Both Jomini and Mahan, for instance, ignored evidence in cases that did not fit their theories or principles of strategy.<sup>2</sup> The strategic paradigm, then, serves as a lowest common denominator reminder that a true scientific product is not possible from the study of strategy. At the same time, however, that paradigm provides a framework for the systematic treatment of facts and evidence – the very essence of the scientific process. In this regard, Admiral Wylie has pointed out:

I do not claim that strategy is or can be a "science" in the sense of the physical sciences. It can and should be an intellectual discipline of the highest order, and the strategist should prepare himself to manage ideas with precision and clarity and imagination. . . . Thus, while strategy itself may not be a science, strategic judgment can be scientific to the extent that it is orderly, rational, objective, inclusive, discriminatory, and perceptive.<sup>3</sup>

All that notwithstanding, the limitations of the strategic paradigm bring the focus full circle back to the art involved in producing the optimal mix of ends, ways, and means. Strategy, of course, does depend on the general regularities of that paradigm. But strategy does not always obey the logic of that framework, remaining, as the German Army Regulations *Truppen-fuhrung* of 1936 described it, "a free creative activity resting upon scientific foundations."<sup>4</sup> The purpose of this chapter is to demonstrate why, despite increasingly scientific approaches to formulation and implementation, strategy remains principally an art rather than a science, and why within that art the "creative activity" of blending the elements in the strategic paradigm has become progressively more difficult over the centuries.

### **From Revolutions to Total War.**

In the wake of the Napoleonic Wars, there was a growing recognition of the increased complexity of strategy, summarized in Karl von Clausewitz's warning that "there can be no question of a purely military evaluation of a great strategic issue, nor of a purely military scheme to solve it."<sup>5</sup>

At the tactical level, the Prussian philosopher wrote, “the means are fighting forces trained for combat; the end is victory.” For the strategic, however, Clausewitz concluded that military victories were meaningless unless they were the means to obtain a political end, “those objects which lead directly to peace.”<sup>6</sup> Thus, strategy was “the linking together (*Verbindung*) of separate battle engagements into a single whole, for the final object of the war.”<sup>7</sup> And only the political or policy level could determine that objective. “To bring a war, or any one of its campaigns to a successful close requires a thorough grasp of national policy,” he pointed out. “On that level, strategy and policy coalesce.”<sup>8</sup> For Clausewitz, this vertical continuum (see Figure 1) was best exemplified by Frederick the Great, who embodied both policy and strategy and whose Silesian conquests of 1741 are considered to be the classic example of strategic art by demonstrating “an element of restrained strength, . . . ready to adjust to the smallest shift in the political situation.”<sup>9</sup>

With his deceptively simple description of the vertical continuum of war, Clausewitz set the stage for the equivalent of a Copernican shift in the strategic ends-ways-means paradigm.

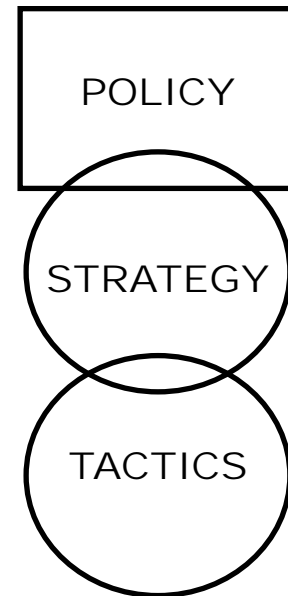
Now that paradigm was more complex, operating on both the military and policy levels with the totality of the ends, ways, and means at the lower levels interconnected with the political application at the policy level of those same strategic elements. This connection was the essence of Clausewitz’s description of war as a continuation of political intercourse (*Verkehr*) with the addition of other means. He explained that

We deliberately use the phrase “with the addition of other means” because we also want to make it clear that war in itself does not suspend political intercourse or change it into something entirely different . . . . The main lines along which military events progress, and to which they are restricted, are political lines that continue throughout the war into the subsequent peace. . . . War cannot be divorced from political life; and whenever this occurs in our thinking about war, the many links that connect the two elements are destroyed and we are left with something pointless and devoid of sense.<sup>10</sup>

### **The Industrial and French Revolutions.**

This growing complexity in dealing with the strategic paradigm was compounded by two upheavals. Clausewitz was profoundly aware of one, the French Revolution; he was totally ignorant of the other, the industrial/technological revolution. Prior to the French Revolution, 18th-century rulers had acquired such effective political and economic control over their people that they were able to create their war machines as separate and distinct from the rest of society. The Revolution changed all that with the appearance of a force “that beggared all imagination” as Clausewitz described it,

Suddenly, war again became the business of the people—a people of 30 millions, all of whom considered themselves to be citizens. There seemed no end to the resources mobilized; all limits disappeared in the vigor and enthusiasm shown by governments and their subjects. . . . War, untrammelled by any conventional restraints, had broken loose in all its elemental fury. This was due to the peoples’ new share in these great affairs of state; and their participation, in its turn, resulted partly from the impact that the Revolution had on the internal conditions of every state and partly from the danger that France posed to everyone.<sup>11</sup>



**Figure 1.**  
**The Policy Continuum.**

For Clausewitz, the people greatly complicated the formulation and implementation of strategy by adding “primordial violence, hatred and enmity, which are to be regarded as a blind natural force” to form with the army and the government what he termed the remarkable trinity (see Figure 2). The army he saw as a “creative spirit” roaming freely within “the play of chance and probability,” but always bound to the government, the third element, in “subordination, as an instrument of policy, which makes it subject to reason alone.”<sup>12</sup>

It was the complex totality of this trinity that, Clausewitz realized, had altered and complicated strategy so completely.

Clearly the tremendous effects of the French Revolution . . . were caused not so much by new military methods and concepts as by radical changes in policies and administration, by the new character of government, altered conditions of the French people, and the like. . . . It follows that the transformation of the art of war resulted from the transformation of politics.<sup>13</sup>

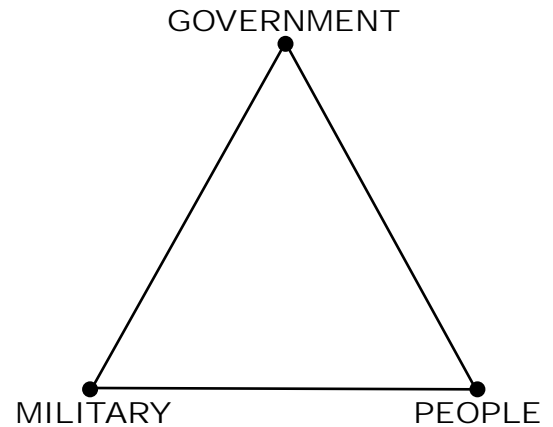
But while that transformation had made it absolutely essential to consider the elements of the Clausewitzian trinity within the strategic paradigm, the variations possible in the interplay of those elements moved strategy even farther from the realm of scientific certitude. “A theory that ignores any one of them or seeks to fix an arbitrary relationship between them,” Clausewitz warned in this regard, “would conflict with reality to such an extent that for this reason alone it would be totally useless.”<sup>14</sup>

Like most of his contemporaries, Clausewitz had no idea that he was living on the eve of a technological transformation born of the Industrial Revolution. But that transformation, as it gathered momentum throughout the remainder of the 19th century, fundamentally altered the interplay of elements within the Clausewitzian trinity, further complicating the formulation and application process within the strategic paradigm (see Figure 3).

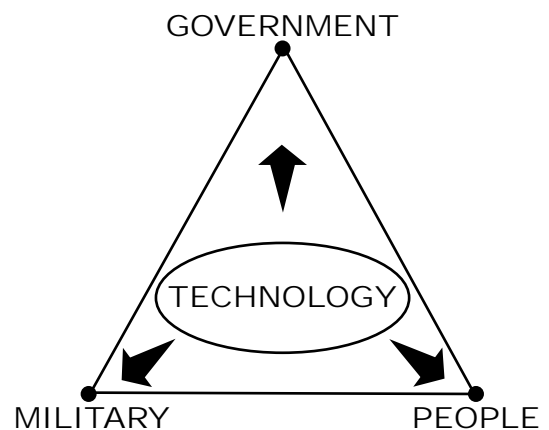
In terms of the military element, technology would change the basic nature of weapons and modes of transportation, the former had been stable for a hundred years, the latter for a thousand. Within a decade of Clausewitz’s death in 1831, that process would begin in armaments with the introduction of breechloading firearms and in transportation with the development of the railroads.<sup>15</sup>

Technology had a more gradual effect on the role of the people. There were, for example, the great European population increases of the 19th century as the Industrial Revolution moved on to the continent from Great Britain. This trend led, in turn, to urbanization: the mass movement of people from the extended families of rural life to the “atomized,” impersonal life of the city. There, the urge to belong, to find a familial substitute, led to a more focused allegiance to the nation-state manifested in a new, more blatant and aggressive nationalism.

This nationalism was fueled by the progressive side effects of the Industrial Revolution, particularly in the area of public education, which meant, in turn, mass literacy throughout Europe by the end of the 19th century. One result was that an increasingly literate public could be manipulated



**Figure 2. The Remarkable Trinity.**



**Figure 3. The Impact of Technology.**

by governments as technology spawned more sophisticated methods of mass communications. On the other hand, those same developments also helped democratize societies, which then demanded a greater share in government, particularly over strategic questions involving war and peace. In Clausewitz's time, strategic decisions dealing with such matters were rationally based on Realpolitik considerations to further state interests, not on domestic issues. By the end of the 19th century, the *Rankeian Primat der Aussenpolitik* was increasingly challenged throughout Europe by the need of governments for domestic consensus—a development with far-reaching implications for the conduct of strategy at the national level within the basic ends-ways-means paradigm.<sup>16</sup>

During much of that century, as the social and ideological upheavals unleashed by the French Revolution developed, military leaders in Europe generally attempted to distance their armed forces from their people. Nowhere was this more evident than in the Prussian *cum* German military, where the leaders worked *hard* over the years to prevent the adulteration of their forces by liberal ideas. "The army is now our fatherland," General von Roon wrote to his wife during the 1848 revolutions, "for there alone have the unclean and violent elements who put everything into turmoil failed to penetrate."<sup>17</sup> The revolutions in industry and technology, however, rendered this ideal unattainable. To begin with, the so-called *Technisierung* of warfare meant the mass production of more complex weapons and forever-larger standing military forces. The key ingredients for these forces were the great population increases and the rise of nationalism, as well as improved communications and governmental efficiency—the latter directed at general conscription of national manhood, which, thanks to progress in railroad development, could be brought to the battlefield in unlimited numbers.

At the same time, this increased interaction between the government/military and the people was also tied to other aspects of the impact of technology on the Clausewitzian trinity. Technological innovations in weaponry during this period, for example, were not always followed by an understanding of their implications, societal as well as military. Certainly, there was the inability on the part of all European powers to perceive the growing advantage of defensive over offensive weapons demonstrated in the Boer and Russo-Japanese wars. That inability was tied in with a trend in Europe at the time to combine elan with a military focus on moral force, bloodshed, and decisive battles. The result was that the military leaders of France, Germany, and Russia all adopted offensive military doctrines in some form.<sup>18</sup>

The fact that these doctrines led to the self-defeating offensive strategies of World War I ultimately had to do with the transformation of civil-military relations within the Clausewitzian trinity in their countries. In France, as an example, the officer corps distrusted the trend by the leaders of the Third Republic toward shorter terms of military service, which it believed threatened the army's professional character and tradition. Adopting an offensive doctrine and elevating it to the highest level was a means to combat this trend, since there was general agreement that an army consisting primarily of reservists and short-term conscripts could only be used in the defense. "Reserves are so much eyewash," one French general wrote at the time, "and take in only short-sighted mathematicians who equate the value of armies with the size of their effectives, without considering their moral value."<sup>19</sup> Although these were setbacks for those who shared this sentiment in the wake of the Dreyfus Affair and the consequent military reforms, it only required the harsher international climate after the Agadir crisis of 1911 for General Joffre and his young Turks to gain the ascendancy. Their philosophy was summed up by their leader, who explained that in planning for the next war, he had "no preconceived idea other than a full determination to take the offensive with all my forces assembled."<sup>20</sup>

Under these circumstances, French offensive doctrine became increasingly unhinged from strategic reality as it responded to the more immediate demands of domestic and intragovernmental

politics. The result was France's illconceived strategic lunge in 1914 toward its former possessions in the East, a lunge that almost provided sufficient margin of assistance for Germany's Schlieffen Plan to work, another result of military operational doctrine driving policy. In the end, only the miracle of the Marne prevented a victory for the Germans as rapid and complete as that of 1870.<sup>21</sup>

There were other equally significant results as the full brunt of technological change continued to alter the relationship between the elements of the Clausewitzian trinity in all the European powers. The larger, more complex armies resulted in the growing specialization and compartmentalization of the military – a trend that culminated in the emulation of the German General Staff system by most of the European powers. It is significant that Clausewitz had ignored Carnot, the “organizer of victory,” for Napoleon, when considering military genius. Now with the increase in military branches, as well as combat service and combat service support organizations, the age of the “militaryorganizational” genius had arrived. All this in turn affected the relationship in all countries between the military and the government. For the very increase in professional knowledge and skill caused by technology's advance in military affairs undermined the ability of political leaders to understand and control the military, just as technology was making that control more important than ever by extending strategy from the battlefield to the civilian rear, thus blurring the difference between combatant and noncombatant.<sup>22</sup>

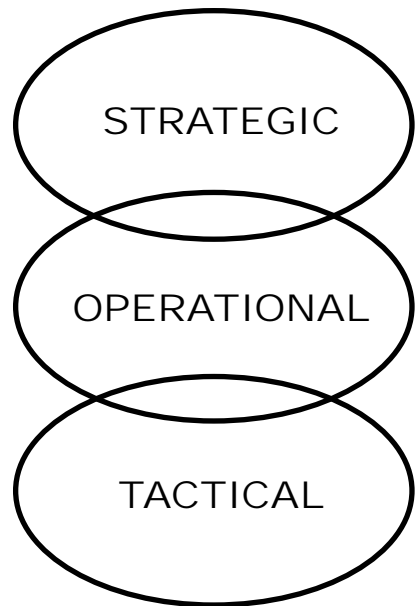
At the same time, the military expansion in the peacetime preparation for war began to enlarge the economic dimensions of conflict beyond the simple financial support of Clausewitz's era. As Europe entered the 20th century, new areas of concern began to emerge ranging from industrial capacity and the availability and distribution of raw materials to research and development of weapons and equipment. All this, in turn, increased the size and role of the European governments prior to World War I – with the result, as William James perceptively noted, that “the intensely sharp competitive preparation for war by the nation is the real war, permanently increasing, so that the battles are only a sort of public verification of mastery gained during the ‘peace’ intervals.”<sup>23</sup>

Nevertheless, the full impact of the government's strategic role in terms of national instruments of power beyond that of the military was generally not perceived in Europe, despite some of the more salient lessons of the American Civil War. In that conflict, the South lost because its strategic means did not match its strategic ends and ways. Consequently, no amount of operational finesse on the part of the South's great captains could compensate for the superior industrial strength and manpower that the North could deploy. Ultimately, this meant for the North, as Michael Howard has pointed out, “that the operational skills of their adversaries were rendered almost irrelevant.”<sup>24</sup> The Civil War also illustrated another aspect of the changes within the strategic paradigm: the growing importance of the national will of the people in achieving political as well as military strategic objectives. That social dimension of strategy on the part of the Union was what prevented the early southern operational victories from being strategically decisive and what ultimately allowed the enormous industrial-logistical potential north of the Potomac to be realized.

## **The Revolutions Joined: The Age of Total Wars.**

Strategy changed irrevocably with the full confluence in World War I of the trends set in train by the Industrial and French revolutions. In particular, the technology in that war provided, as Hanson Baldwin has pointed out, “a preview of the Pandora's box of evils that the linkage of science with industry in the service of war was to mean.”<sup>25</sup> How unexpected the results of that linkage could be was illustrated by a young British subaltern's report to his commanding general after one of the first British attacks in Flanders. “Sorry sir,” he concluded. “We didn't know it would be like that. We'll do better next time.”<sup>26</sup>

But of course there was no doing better next time, not by British and French commanders in Flanders, not by Austrian troops on the Drina and Galician fronts in 1914, not by the Russian officers on the Gorlice-Tarnow line in 1915. The frustration at this turn of events was captured by Alexander Solzhenitsyn in his novel *August 1914*. “How disastrously the conditions of warfare had changed,” he wrote, “making a commander as impotent as a rag doll! Where now was the battlefield . . ., across which he could gallop over to a faltering commander and summon him to his side?”<sup>27</sup> It was this milieu that demonstrated the inadequacy of classical strategy to deal with the intricacies of modern warfare. Napoleon had defined that strategy, as the “art of making use of time and space.”<sup>28</sup> But the dimensions of these two variables had been stretched and rendered more complex by the interaction of technology, with the elements of the Clausewitz’s trinity. And that very complexity, augmented by the lack of decisiveness at the tactical level, impeded the



**Figure 4. The Continuum of War.**

vertical continuum of war outlined in Clausewitz’s definition of strategy as the use of engagements to achieve policy objectives. Only when the continuum was enlarged, as the Great War demonstrated, was it possible to restore warfighting coherence to modern combat. And that, in turn, required the classical concept of strategy to be positioned at a midpoint, an operational level, designed to orchestrate individual tactical engagements and battles in order to achieve strategic results (see Figure 4). Now, a military strategy level, operating within the ends-ways-means paradigm on its own horizontal plane, was added as another way station on the vertical road to the fulfillment of policy objectives. This left the concept of strategy, as it had been understood since the time of Clausewitz, transformed into:

the level of war at which campaigns and major operations are planned, conducted, and sustained to accomplish strategic objectives. . . . Activities at this level link tactics and strategy. . . . These activities imply a broader dimension of time or space than do tactics; they provide the means by which tactical successes are exploited to achieve strategic objectives.<sup>29</sup>

At the same time, the full impact of technology on the Clausewitzian trinity in each of the combatant states during World War I substituted the infinitely more complex concept of national strategy for that of policy. To begin with, the growing sophistication and quantity of arms and munitions, as well as the vast demands of equipment and supply made by the armies, involved the national resources of industry, science, and agriculture – variables with which the military leaders were not prepared to deal. To cope with these variables, governments were soon forced to transform the national lives of their states in order to provide the sinews of total war.

Looking back over 50 years later on the totality of this change in what Clausewitz had termed policy, Admiral Eccles defined the concept of national strategy that emerged in World War I as “the comprehensive direction of all the elements of national power to achieve the national objectives.”<sup>30</sup> The U.S. Department of Defense (DoD) is more explicit, defining the new level of strategy that emerged at the national level after 1914 as the “art and science of developing and using the political, economic, and psychological powers of a nation, together with its armed forces during peace and war, to secure national objectives.”<sup>31</sup>

National strategy, then, involves all the elements of national power. Those elements, in turn, can be conveniently broken down on a horizontal plane into the categories described in the DoD definition of national strategy: political, economic, psychological, and military (see Figure 5).

The linchpin in this horizontal design is the military instrument of power at the national strategic level, the apex, as we have seen emerging in World War I, of the vertical continuum of war (see Figure 6).

Thus, the mix of ends, ways, and means at the national military strategic level will directly affect (and be affected by) the same paradigm operating at each level of the vertical continuum. Adding to the complexity is the interplay on the horizontal plane of national military strategy with the other strategies derived from the elements of national power, each operating within its own strategic paradigm and all contributing to the grand design of national strategy, as that strategy evolves within its own overall mix of ends, ways, and means. That this horizontal and vertical interplay has rendered the formulation and implementation of strategy at every level more difficult has become increasingly obvious. "Because these various elements of power cannot be precisely defined, compartmented, or divided," Admiral Eccles concluded about the "fog" of strategy, "it is normal to expect areas of ambiguity, overlap, and contention about authority among the various elements and members of any government."<sup>32</sup>

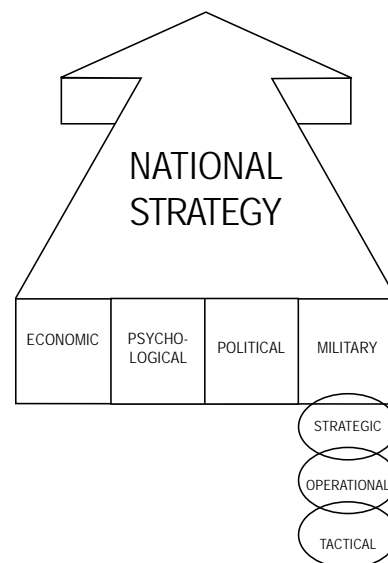
**Conclusion.**

The United States is in an era in which the strategic landscape has changed and is continuing to change. Nevertheless, the core problems that make strategy so difficult for a global power remain essentially the same as they did for earlier powers ranging from Rome to Great Britain. To begin with, there are challenges to U.S. interests throughout the globe. In a constantly changing strategic environment, however, it is difficult in many cases to distinguish which of those interests are vital, not to mention the nature of the challenge or threat to them. In any case, there are never enough armed forces to reduce the risk everywhere; strategic priorities have to be established.

In addition, like the leaders of earlier great powers, U.S. governmental elites have to grapple with the paradox of preparing for war even in peacetime if they wish to maintain the peace. The dilemma in the paradox that makes strategy in any era so difficult is that to overdo such preparations may weaken the economic, psychological, and political elements of power in the long run. The solution is to so balance the total ends, ways, and means that the natural tension in national security affairs between domestic and foreign policy is kept to a minimum while still securing the nation's vital



**Figure 5. National Strategy: The Horizontal Plane.**



**Figure 6. National Strategy and the Vertical Continuum of War.**

interests with a minimum of risk. This solution, as the leaders of the great global powers of the past would assuredly agree, is not easy to achieve. In an ever more interdependent world in which variables for the strategist within the ends-ways-means paradigm have increased exponentially, strategists are no nearer to a "Philosopher's Stone" than they ever were. Strategy remains the most difficult of all arts.<sup>33</sup>

## ENDNOTES - CHAPTER 1

1. Arthur F. Lykke, "Defining Military Strategy," *Military Review*, Vol. 69, No. 5, May 1989, pp. 2-8, and his testimony before the Senate Armed Services Committee, *National Security Strategy*, hearings before the Committee on Armed Services, U.S. Senate, One Hundredth Congress, First Session, Washington, DC: U.S. Government Printing Office, 1987, pp. 140-145. See also *Sound Military Decision*, Newport, RI: Naval War College, 1942, pp. 32, 34, 164, 165; and Henry E. Eccles, *Military Power in a Free Society*, Newport, RI: Naval War College Press, 1979, p. 73.

2. John Shy, "Jomini," pp 173-175, and Philip Crowl, "Mahan," p. 454, both in *Makers of Modern Strategy*, Peter Paret, ed., Princeton NJ: Princeton University Press, 1986. See also Stephen M. Walt, "The Search for a Science of Strategy," *International Security*, Vol. 12, No. I, Summer 1987, pp. 144-145; John I. Alger, *The Quest for Victory*, Westport, CT: Greenwood Press, 1982; Admiral J. C. Wylie, *Military Strategy: A General Theory of Power Control*, Westport, CT: Greenwood Press, 1980, p. 20.

3. Wylie, *Military Strategy*, p. 10.

4. Martin van Creveld, "Eternal Clausewitz," in *Clausewitz and Modern Strategy*, Michael I. Handel, ed., London, U.K.: Frank Cass, 1986, p. 41. The formulation of strategy is the creative act of choosing a means, an end, and a way to relate a means to an end." Carl H. Builder, *The Masks of War: American Military Styles in Strategy and Analysis*, Baltimore: Johns Hopkins University Press, 1989, p. 50.

5. Original emphasis. Carl von Clausewitz, *Two Letters on Strategy*, Peter Paret and Daniel Moran, ed./trans., Carlisle, PA: U.S. Army War College, 1984, p. 9.

6. Karl von Clausewitz, *On War*, Michael Howard and Peter Paret, ed., Princeton NJ: Princeton University Press, 1976, pp. 142-143.

7. Michael Howard, *Clausewitz*, New York: Oxford University Press, 1986, p. 16; Clausewitz, *On War*, pp. 127-132.

8. Clausewitz, *On War*, p. 111. "In the highest realms of strategy . . . there is little or no difference between strategy, policy, and statesmanship." *Ibid.*, p. 178. Winston Churchill relearned these lessons in World War I. "The distinction between politics and strategy," he wrote at that time, "diminishes as the point of view is raised. At the Summit, true politics and strategy are one." Winston S. Churchill, *The World Crisis 1915*, New York: Charles Scribner's Sons, 1929, p. 6.

9. Clausewitz, *On War*, p. 179.

10. *Ibid.*, p. 605.

11. *Ibid.*, pp. 592-593.

12. *Ibid.*, p. 89.

13. *Ibid.*, pp. 609-610.

14. *Ibid.*, p. 89.

15. Michael I. Handel, *War, Strategy and Intelligence*, London, U.K.: Frank Cass, 1989, p. 63; Howard, *Clausewitz*, pp. 3-4; and van Creveld, "Eternal Clausewitz," p. 36.
16. Handel, *War*, p. 82. See also Dennis E. Showalter, "Total War for Limited Objectives: An Interpretation of German Grand Strategy," in *Grand Strategies in War and Peace*, Paul Kennedy, ed., New Haven, CT: Yale University Press, 1991, pp. 110-111.
17. Gordon A. Craig, *The Politics of the Prussian Army 1640-1945*, New York: Oxford University Press, 1956, p. 107; Michael Howard, "The Armed Forces as a Political Problem," in *Soldiers and Governments*, Michael Howard, ed., Westport, CT: Greenwood Press, 1978, p. 16.
18. Martin van Creveld, "Caesar's Ghost: Military History and the Wars of the Future," *The Washington Quarterly*, Winter 1980, p. 81. See also Michael Howard, "Men against Fire: The Doctrine of the Offensive in 1914," in *Makers of Modern Strategy*, p. 521; and Handel, *War*, pp. 21, 64-68.
19. Howard, "Armed Forces as a Political Problem," p. 17. See also Jack Snyder, "Civil Military Relations and the Cult of the Offensive, 1914-1984," *International Security*, Summer 1984, p. 109.
20. Theodore Ropp, *War in the Modern World*, New York: Collier Books, 1962, p. 229; Snyder, "Civil Military Relations," pp. 110-111, 130, 132-133.
21. The French military elite made a mirror image of their disdain for reservists in their estimates of German strength. The German General Staff made extensive use of German reservists, however, and instead of the 68 German divisions that had been expected in the implementation of French Plan XVII, there were 83. Howard, "Armed Forces as a Political Problem," p. 17. Joffre's failure to use French reservists more fully in 1914 proved to be, as Douglas Porch has pointed out, "like going to war without your trousers on." See Porch, "Arms and Alliances: French Grand Strategy and Policy in 1914 and 1940," in *Grand Strategies in War and Peace*, p. 142. See also Snyder, "Civil Military Relations," pp. 108, 133. It is true, of course, that had the French Army remained on the defensive instead of plunging into Alsace, it could have brought its full weight to bear on the German Army at the French frontier. Stephen Van Evera, "The Cult of the Offensive and the Origins of the First World War," *International Security*, Summer 1984, p. 89. It is also true, however, that the French offensive ultimately caused Moltke to weaken the right flank that was supposed to "brush the channel with its sleeve." Moreover, as Michael Howard has pointed out, the general concept behind Plan XVII—that France should take the strategic initiative rather than passively await the German offensive—did provide the flexibility that enabled General Joffre to recover rapidly from his opening reverses and redeploy his forces for the battle of the Marne. Howard, "Men against Fire," pp. 522-523.
22. Handel, *War*, pp. 60, 79. "The interchangeability between the statesman and the soldier," General Wavell stated later in summarizing these developments, passed forever . . . in the last century. The Germans professionalized the trade of war, and modern inventions, by increasing its technicalities, have specialized it." Archibald Wavell, *Generals and Generalship*, London, U.K.: Macmillan, 1941, pp. 33-34.
23. Handel, *War*, p. 58.
24. Michael Howard, "The Forgotten Dimensions of Strategy," *Foreign Affairs*, Summer 1979, p. 977. See also Gordon A. Craig, "Delbruck: The Military Historian," in *Makers of Modern Strategy*, p. 345.
25. Hanson W. Baldwin, *World War I: An Outline History*, New York: Harper & Row, 1962, p. 159.
26. Gordon A. Craig, *War, Politics and Diplomacy*, New York: Frederick A. Praeger, 1966, p. 197.
27. Alexander Solzhenitsyn, *August 1914*, New York: Bantam Books, 1974, pp. 330-331.
28. David G. Chandler, *The Campaigns of Napoleon*, New York: Macmillan, 1966, p. 161.
29. Joint Chiefs of Staff (JCS) Publication (Pub) 1-02, *Department of Defense Dictionary of Military and Associated Terms*, Washington, DC: U.S. Government Printing Office, December 1, 1989, p. 264.

30. Henry E. Eccles, *Military Power in a Free Society*, Newport, RI: Naval War College Press, 1979, p. 70.

31. *JCS Pub 1-02*, p. 244. This is what Andre Beaufre long ago termed total strategy: “the manner in which all—political, economic, diplomatic, and military—should be woven together.” Andre Beaufre, *An Introduction to Strategy*, New York: Praeger, 1965, p. 30.

32. Eccles, *Military Power*, p. 70.

33. Kennedy, “Grand Strategy in War and Peace: Toward a Broader Definition,” p. 7. During the Roman Republic, for example, Roman foreign policy was affected by the distrust and fear felt by the ruling patricians for the plebians of Rome on the domestic front. Barr, *Consulting the Romans*, p. 6.