



PROF. DR. KUNO RECHKEMMER

LESSONS FROM THE TOP
COLIN LUTHER POWELL

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FRANKFURT/ODER, JULY, THE 3RD 2002

CHAPTER 1: INTRODUCTION

Being succesful in life is not that easy, there are few people that can say they are belong to this box. Even though we can everyday fight against our selves in order to compete with us not with the people around us, when we find and win ourselves is better than to win the others. Besides that the recognition from the people comes too. Colin Powell is a man who belongs to this box and in any rate we can learn something from him. His mentality and way of see life is what is making us to focus on his person.



He survived not only racism, but his own weaknesses and failures in order to succeed, after his slowness in elementary school, his acceptable “C” average in high school, then after his successful carrier in the Reserve Officers Training Corps (ROTC), his title in the City College of New York (CCNY), fighting in the Vietnam War and many others; making a Master in Administration show us that he is not only a man with established skills and objectives but a survivor, not only in the literal way but in the real life. What makes a man like that? With his intellect and influence, he remains a guy who has everything we look for in a leader.

Why is he famous? Besides he is the current US Secretary of the State, a retired general and former Chairman of the joint Chiefs of Staff. He is also in charge and support different institutions that encourage people to be better, he is also grateful with a wonderful personal and private life. He is not only an “example” to follow but a man with goals, perspectives and moral values.

CHAPTER 2: PAPER'S THESIS

In this chapter you'll read:

- *what is the conceptual framework, we put Colin Powell's getting to the top in*
- *what are the three thesis of this paper*
- *what are the three important functions in his life*
- *which is the role his personality plays in our concept*

As soon as we try to fit Colin Powell in the Conceptual Framework, sketched in the Appendix 1 we challenge our first problem. He's been at many different tops in his life, which one should we take into consideration then? Even if we say, all his life was he getting to the top, where he's now, we can distinguish more than only one single governance system or management body.

It lets us draw our **FIRST THESIS**, that changing the environments makes us concern Colin Powell as an individual within at least three different frameworks: Powell **as an officer**, Powell **as the Chairman of the Joint Chiefs of Staff** (1989-93) and Powell **as the Secretary of State** (since 2001).

Let us go through the Syntax shown in the Appendix 1 and see how it was filled up in each of three periods, we shall concern:

: Company Environment	:: Governance System	::: Management Body	:::: Individual
1 <i>US Army, cold war</i>	<i>military, strict, war</i>	<i>lower rank</i>	<i>C.L. Powell</i>
2 <i>Joint Chiefs of Staff</i>	<i>military, strict, bureaucracy</i>	<i>Joint Chiefs</i>	<i>C.L. Powell</i>
	<i>the National Security Act of 1947,</i>		
	<i>as amended by the DOD Reorganization Act of 1986</i>		
3 <i>US Government</i>	<i>strict, political, bureaucracy</i>	<i>Government</i>	<i>C.L. Powell</i>

for more detailed concept: see Appendix 2

More to say the Management Bodies Powell was in were both Bush-Republican and Clinton-Democrats, and then Bush Jr.

Paradigm shifts.

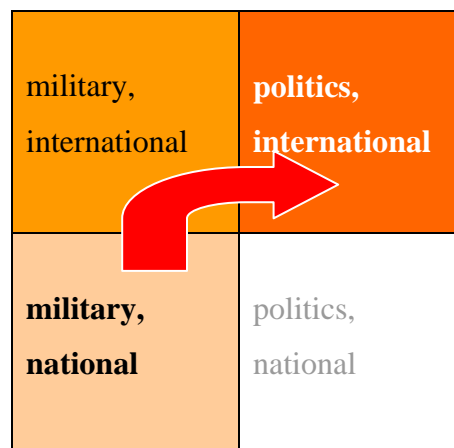
Within such a step-by-step framework we observe certain paradigm shifts covering Colin Powell's activity. As becoming the Chairman of the Joint Chiefs of Staff he entered the world of politics, where he's fully in today. So the **first shift** would be **from military to politics** – which seems to be nothing strange, since the general may retire and has no field to use his personal skills of using power. Just think of gen. Dwight Eisenhower.

The **second shift** has been completed parallel to the first one: **changing the focus from the national to international activities**. Both shifts can be called collateral then: from military – national level to the political-international level. Of course we deal with the Colin Powell's early military activities abroad (like Korea and Vietnam) as with the national ones, since his rank was putting him within the U.S. Army. So, national – international is the matter of decision level, not the physical area.

military > politics

international

< national



PICTURE 2.1

Paradigm shifts

Having to think over the last part of the framework provides us with our **SECOND THESIS**, that **the key-element connecting the different frameworks is the Individual self. It evolves but doesn't change.**

Every upraising and every local top, Colin Powell stays himself. There is a certain direction, he moves, which we can guess or just trace afterwards, like we do now. But it's one unbroken biographical continuum – the evolution of one personality.

There's something more in Colin Powell – he's not only got to the top, shifted from military to politics, from national to the international level – but also he was **the first African American, who did it**. That he was the first one to be a non-white Chairman, as he's now the first non-white Secretary of State – makes us believe, our second thesis is correct. No exception for any framework – he could have managed exactly the same.

So, if we consider each framework separately and see that the connecting individual is evolving – would it be not right to ask, if the frameworks stay the same then? Is the individual influencing them, shaping and coloring with his personality, so that they won't ever be the same after he leaves? Yes, if the personality is strong enough. So, it would be our **THIRD THESIS**, to say, that **the frameworks are also being shaped by the Individual** so that they are to some extent other frameworks afterwards. **The stronger personality, the more changes in its environment** as his feedback on the surrounding reality.

*„Until he dies, Colin Powell will always be known as one of two things: the **first black President** or the first man, who could had a serious shot at being the first black President.“ⁱ*

Considering three periods of Colin Powell's getting to the top separately, we should point out certain facts, which link them together. One of these links is of course Colin Powell self, as we have already said.

Thus in CHAPTER 4 we'll focus on his personality as one entity and skills which helped him to get to the top(s). These skills certainly arose with time. We'll present them in their ideal – fully form.

CHAPTER 3 presents only the middle period of the three, which we have chosen on purpose. We present Colin Powell at the top of the American military staff – which officers are trained exactly in those skills we assume helped Colin Powell to succeed.

CHAPTER 3: CONCEPTUAL FRAMEWORK
CHAIRMAN OF THE JOINT CHIEFS OF STAFF

In this chapter you'll read:

- *what the Staff is*
- *what are the Joint Forces of USA*
- *which is the role of the Joint Chiefs of Staff*
- *what are the competencies of its Chairman*
- *what is Colin Powell criticized for*

The following excerpts are taken from “The Joint Staff Officer’s Guide 2000”ⁱⁱ

What is Staff?

The staff practice and philosophy of the Armed Forces of the United States are almost completely of **European origin**. The modern general staff was developed in Prussia during the nineteenth century. Distinctive features of this staff system included:

- the **staff’s semi-independent position** within the Prussian War Ministry,
- the staff’s **special concern with military theory** and doctrine as well as with the **higher military education** of senior officers, and
- the **exchange of officers of the general staff corps between positions** on the general staff and duties with field units.

The general **staff improved commanders’ ability to control the field operations of mass armies**. These advantages eventually brought about the adoption of a staff system by all major Western powers.

In the United States it was Major General Friedrich von Steuben, the first Inspector General of the Continental Army of the United States, who introduced the staff practices of Frederick the Great into Washington’s army during the American Revolution. His well-drawn estimates of the military situation were of significant value to the American cause. Although American military leaders failed to develop the staff concept further during the years following the Revolution, the military staff saw rapid development in Europe during the first half of the nineteenth century.

Staff's role in the army

A properly functioning **staff extends the eyes, ears, and will of a commander** by:

- **learning the commander's policies** and working within them
- **keeping the commander informed** of pertinent information
- **developing** basic decisions into **adequate plans**
- **anticipating future needs** and **drafting tentative plans** to meet them
- **translating plans into orders**, and transmitting them to subordinate commands
- **ensuring compliance** with these orders through constructive inspection and observation
- **supplementing the commander's efforts** to **ensure unity of effort** throughout the command.

Isn't it now, that the Secretary of State, Colin Powell, just like the properly functioning staff extends today the perception of his commander – i.e. the President of USA?

Communication Skills

The Staff Officer should possess the **ability to express thoughts clearly**, both orally and in writing, which will most often **determine his effectiveness as a staff officer**.

Here the summary of some key rules from the Army reference:

Style Rules

- √ *Put the recommendation, conclusion, or reason for writing in the first or second sentence.*
- √ *Use the active voice.*
- √ *Use short sentences (15 words or less)*
- √ *Use short words (three syllables or fewer)*
- √ *Write paragraphs no more than 1 inch deep*
- √ *Use correct spelling, grammar, and punctuation*
- √ *Use "I", "you" and "we" as subjects of sentences*

Further on, there are certain rules towards the Military briefing, as derived from the rules of ordering. But the communication skills of an staff officer don't end at informing.

Certain planning and problem-solving skills are also essential. All these can be found in the **Joint Staff Officers Guide** of Armed Forces Staff College (AFSC).

What is Joint?

Soon after Pearl Harbor, President Roosevelt and Prime Minister Churchill, at the Arcadia Conference in Washington, established the **Combined Chiefs of Staff** as the supreme military body for strategic direction of the Anglo-American effort. But the United States in 1941 had no established agency to furnish U.S. input to such a committee.

The Arcadia Conference also gave formal definition to the terms **JOINT**, "**involving two or more Services of the same nation**" and **COMBINED**, "applying to organizations, plans, and operations of two or more nations."

Up to now *Joint* connotes activities, operations, organizations, etc., in which elements of two or more Military Departments participate.

Joint Forces of the USA

"Separate ground, sea and air warfare is gone forever. If ever again we should be involved in war, we will fight it in all elements, with all services, as one single concentrated effort"

Dwight D. Eisenhower

The joint forces consist of:

U.S. Army, U.S. Navy, U.S. Marine Corps, U.S. Air Force, U.S. Coast Guard

Joint staff (1)

The staff of a commander of a unified or specified command, or of a joint task force, which includes members from the several Services comprising the force. These members should be assigned in such a manner as to ensure that the commander understands the tactics, techniques, capabilities, needs, and limitations of the component parts of the force. Positions on the staff should be divided so that Service representation and influence generally reflect the Service composition of the force.

Joint Staff (2)

The term 'Joint Staff' denotes also the particular staff under the Chairman of the Joint Chiefs of Staff as provided for in the **National Security Act of 1947**, as amended by the DOD Reorganization Act of 1986. The Joint Staff **assists the Chairman**, and, subject to

the authority, direction, and control of the Chairman, the other members of the Joint Chiefs of Staff and the Vice Chairman in carrying out their responsibilities.

Chairman's Position.

The ultimate authority and responsibility for the national defense rests with the President. The President has used his **Secretary of Defense** as his **principal assistant** in all matters relating to the **Department of Defense**.

The **National Command Authorities (NCA)** are the President **and** Secretary of Defense. Both movement of troops and execution of military action must be directed by the NCA.

The **National Security Council (NSC)** is the principal forum to consider national security issues that require Presidential decision. Members: the President, the Vice President, the Secretary of State, and the Secretary of Defense. **The Chairman of the Joint Chiefs of Staff (CJCS)** and the Director of Central Intelligence serve as **statutory advisers** to the NSC.

The **Goldwater-Nichols Act, 1986**, drafted with help from military officers on the Joint Staff, made the **Chairman of the Joint Chiefs of Staff** “**principal military adviser**” to **the president**. This overhaul enhanced the military's input into political decisions not only in the conduct of war but also in weapons procurement and budgetary matters.ⁱⁱⁱ

According to Charles Lane^{iv}, the Goldwater-Nichols Act was yet another factor giving Powell force, while the second important one was his cachet of ‘war-hero’ from Desert Storm.

It's an example, how **the distinct levels of Conceptual Framework cooperate** – a person empowered by laws and regulations which he knows how to use best.

Chairman is a general of one of the joint armies. Colin Powell was the 12th Chairman of the Joint Chiefs of Staff. Among them there were two Admirals (US Navy) and three Generals of US Air Force. Up to 1997 seven generals of the U.S. Army were Chairmen of JCS, amongst them Powell. For full list see Appendix 3.

Not to forget – he was the first African-American Chairman of the Joint Chiefs of Staff, what he repeated becoming the first African-American Secretary of State.

Colin Powell as a Chairman – Protecting the military?

As chairman of the Joint Chiefs, he declined 1989 to recommend sending American troops to **Panama**. Thus the final option to oust Noriega short of an even costlier American invasion.

Under both Bill Clinton and George Bush, he opposed using force to save **Bosnia** from the Serbs and even expressed initial skepticism about the use of U.S. planes to air-drop food to trapped civilians.

In the final hours of the ground war in **Iraq**, Powell counseled the president to call off the fighting. Confronted with an unexpected opportunity to rid of the world of an evil dictator, Powell's instinct was not to improvise and exploit the opportunity. It was to quit while he was ahead. *Toppling Saddam was not part of the assigned mission* – Powell repeatedly reminded those who were disappointed.

*Charles Laine says, that even if the Bush administration feared a break-up of post-Saddam Iraq that could play into Iran's hands, Powell was only protecting military, not playing geopolitics. We surely can say – it was right – **playing geopolitics is his mission now, not then.***

The statements above are meant to be critics on Powell. Nevertheless, it can be understood, that a Vietnam and Korea veteran would like to prevent his followers, young men and his Country from repeating the same errors. In such a light Colin Powell appears not as the //feigling// but the one who saved America's honor and pride.

Powell understood that **time will always be against the Army**. That's why they should act immediately and in short-run. Along the downsizing quantity of time and effort went improve in quality. **The Desert Storm military was the oldest, most realistically trained force America had fielded since the Civil War.**

Charles Laine concludes: "Leaders must, of course, be capable of discretion and conciliation. But there are times when they shouldn't go along to preserve consensus, or the appearance of consensus. There are times when, if the establishment is wrong, they should try to hold it accountable. This is the quality that is largely absent from the story

of Powell's rise to the top. Indeed, if Powell had possessed too much of it, there might never have been a rise to the top."^v

Colin Powell's answer to this could be his lessons "A leadership Primer"^{vi}

Chairman's features needed.

Being self a **staff officer** the Chairman has to be strict information- and communication-oriented. The **joint factor** lets him cope with much more complexity than before – thus he has to use analytical skills and be a good problem-solver. Thirdly, due to the **power** given to him only he must have learnt not to abuse it, be able to keep listening to the others and have improved skills of responsibility and objectiveness.

***Information skills:** What is the mission statement, what should be done? What are the resources needed and for whom. What is the information flow – up- and downwards. Providing the president with most accurate information – neither less nor more.*

***Communication skills:** How to get to the point, especially in crisis and stress situation. How to let all the parties point out their interests and keep the discussion open. How to communicate bad news without decreasing morale.*

***Analytical skills:** How to see things clearly, interrelated, follow the influences and foresee their results.*

***Problem-solving skills:** How not to let distinct armies fight one another – about money, position, glory.*

***Skill not to abuse power:** Not to lose the contact and support of subordinates and let them share power.*

***Listening skill:** How to keep listening to the old fellows, even if now above them.*

***Responsibility:** How to be prepared for what comes next as a result of one's decisions.*

***Objectivity:** Not to act from one's own position. To remain objective, speak out all the armies' interests.*

In this chapter you'll read:

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-
-

Childhood and Education

Colin Luther Powell was born on April 5th, 1937 in New York City. His parents were migrants precedents from Jamaica. His father Luther Power worked as a shipping foreman in a women's clothing company. His mother Arie Power, used to worked as a seamstress. In 1943 Powell's family moved to the Hunts Point neighborhood of Bronx and he was raised there when he was six years old. When he was in the elementary school in the third grade he was put in the "Four Up" class, that means in the class for the slow learners. He defined himself as a "catastrophe". From the age of 13 he was working around 12-15 hours a week, he performed a general labor, assembling merchandise, unloading trucks and preparing items for shipments. In high school he was catalogued as "directionless" but he was an active teenager, being involved in church and in school activities and still working part-time. Despite the stress on education, he graduated from high school with the acceptable average "C". It was after hi school when he found himself good and during his years at City College of New York (CCNY), he got a bachelor's degree in geology, then, he took interest in the Reserve Officers Training Corps (ROTC) in which he made a successful and profitable carrier, he said about his time in the military " I felt distinctive", he had some problems with racism at the time, but he is not a trouble maker, and he kept out about the troubles!

Power served as an infantry platoon leader at the Fulda Gap in West Germany before meeting his wife, Alma Vivian Johnson. In 1962 the couple got married, he went to Vietnam as a military adviser, and he return till 1968 for a second tour of duty a battalion executive officer in the American Division. He was prized two purple Hearts a Bonze Star, a soldier's medal, and the Legion of merit for his exemplary service in Vietnam.

In 1971 Power attended George Washington University, obtaining a Master of Business Administration degree. Right after his graduation, he was awarded a White House

fellowship, where he began his involvement in politics. From his Executive assistant position to the secretary of Energy under the Carter administration to his role as military assistant to the defense Secretary during the Reagan administration, Power worked his way up through a series of high level positions, simultaneously advancing his military career.

From 1987 to 1989 Power served as a President Ronald Reagan's national adviser. In 1989, under the Bush administration, he was made a four star general and was appointed Chairman of the Joint Chiefs of Staff, becoming the youngest person and the first African-American to hold the post, achieving international prominence for his role in the U.S military effort against Iraq operations in 1990 and 1991. On September 30, 1993, General Power retired from the U.S. Army publishing his autobiography, *My American Journey* in 1995.

In to the civilian role, Power chaired the President's Summit for America's future in Philadelphia in April 1997. Since then, he dedicates his time and efforts towards fulfilling the lives of the American Children through the role as chairman of America's Promise-The Alliance for Youth. He is also in charge and member of both the Board of Directors of the United Negro College Fund and the Advisory Board of the Children's Health Fund, and services on the Board of the Governors of the Boys & Girls Clubs of America.^{vii}

America's Promise:

Promise four: Marketable skills through effective education

Employers increasingly need workers who can think, learn new skills rapidly, work in teams, and solve problems creatively. Yet too few youth-whether college bound or not-have these qualities or, in many cases, even basic work skills. Among the necessary skills are:

This is a foundation in basic skills, such as reading, writing, mathematics, science, technology, and communication. Thinking skills, such as activity decision making, problem solving, and reasoning. Personal attitudes and qualities, such as integrity, responsibility, and self-motivation.^{viii}

The first Shock

Into the facts that marked and amazed him as a person are that: when he was awarded the second Best Cadet prize, he found by a white supply Sergeant that he could be the first

Cadet prize but he was an African American and that is why he could not obtain the prize as the first Cadet. This time was his first confrontation with racism, At the time he was a commander of the Pershing Rifles, he took increasing pride in his performance in the ROTC program, Psychologically, overt racism hit Power with suddenness but that push him to develop him in a determination stage that he learned to exploited. At that point Powell vowed: If I was to be confined to one end of the plying field, then I was going to be a star on that part of the field. Nothing that happen off-post, none of the indignities, none of the injustices, was going to inhibit my performance. I was not going to let myself become emotionally crippled because I could not play on the whole field”.^{ix}

Skills

Colin Powell is well known by the American society, here are some phrases that show us what the people think about him, and how is he in America catalogued.

- Despite His intellect and influence, he remains a regular guy who has everything we have ever wanted in a leader.
- Powell’s appointment to the new Bush administration immediately brought experience to the team. The president is unexpected in foreign affairs, and Powell provides gravitas and reassurance.
- He brings savvy negotiating skills, honed as deputy national security adviser and then as national security adviser in the Reagan administration when he was a key player at the summit meetings that brought the US and the former Soviet Union closer together.
- Intelligence and Decisiveness.
- His toughness and attention to detail made him an excellent military man. (credit for helping organize the Desert Storm initiative against Sadam Hussein)
- His ease at dealing with the public and his eloquence make him one of the best public speakers in the world.
- Negotiation tact (peace Middle Eastern negotiations)
- Innovator and visionary
- He is harmonized
- He listens people. He has an enormous respect both in Congress and in with the American People
- About the who could be Secretary of the Defense, Bush said “ That is going to require someone with true leaderships skills who can get people to follow him because they

are convinced he has the right answers, and that want to join his team. Colin Powell has those kinds of leadership skills.

- Performance, excellence and competitive success.

Colin Powell's lessons for being a successful Leader.

“In to the everyday rules of life, Colin show us how to be a successful Leader”. *Colin Powell.*

Every one of us has leadership roles to assume. Wherever we are leaders, the position, by its very name, demands we provide the best influence possible for others. But how do we learn to be a leader? Nowadays, we can find Colin Powell's rules/lessons for being a successful leader.^x

“...leadership is the Art of Accomplishing More that just the Science Of Management says is Possible”. *Colin Powell*

Charmed

If we ask our selves why is he famous? The answer can be that besides Colin Powell is the current US Secretary of the State, a retired general and former chairman of the Joint Chiefs of Staff. He rose to fame and power as the military head of the US invasion of Iraq, code-named Desert Storm, in 1991.

Ironically, the symbol and point man for this success of Bush Republicanism is a military man, an African American, who served in the administrations of both of these past Republican trailblazers, and now is Secretary of State.

As an individual Colin show us that he is a man who have his own primary rules as a Person he is:

- He is a realist rather that an ideologue.
- Is a man who likes to build institutions and work in institutions
- Charmed
- Powell is the same man he has always been. He has always had a conservative side.

- Colin Powell is a man former President Ford once called the best public speaker in America.
- Powel retains an image of decency and openness, of basic honesty and approachability. Powell has been called the Conscience of the republican party for the boldness of stands he has taken in the past, occasionally proving himself ahead of his time in those positions.
- He is hugely admired among the American public.
- His sense of humor.

Facts

The Ideal Candidate to run for President

He is smart, articulate, accomplished man who is appealing to not only both sides of the political spectrum, but to all nationalities and races. His middle-of-road political views, character and personal history make him an excellent candidate for president of the United States, or at least Vice-President.

Colin´s opinions that generate controversy...

Into the controversial opinions from Colin Powell on racial and social issues diverge from conservative orthodoxy, earning him criticism and praise from his centrist stance. He is supporter of abortion rights in affirmative action, while he opposed President Clinton´s effort to lift the ban on gays in the military. He also disapproved of the move to impeach President Clinton over his affair with Monica Lewinsky, saying in 1998 that he distracted the nation from “serious issues”.^{xi}

He declared education was the key to America´s future, supported immigration, explained minorities.. concerns and pushed again for affirmative action.

CHAPTER 5: CONCLUSION

To our approach.

We've approached the given static concept of frameworks more dynamically: first, by drawing more separate frameworks to be taken into consideration, and be linked by one key-element in common: the individual, and second, by assuming, all the frameworks haven't remain unchanged while interacting with the individual – so they look different for the others, coming forth/after.

These assumptions are of certain meaning for Colin Powell himself, as for all who will follow.

To Colin Powell.

Irrevocable is that Collin Powell is a person from whom we can learn a lot of his thoughts, how to exploit our skills and about his mentality, they work not only in a specific time/period of time but in the real life. The secret is not follow someone but the goals and fight for the aims no matter what, and fight against the obstacles that are in the life and the obstacles that society impose. When the time passes by, you can discover that all the effort makes you disserve your success of fracas, what you make in the way is the high way to your success.

After the whole search about Collin's life and develop as a person and professional, there is a think that took our attention, the opportunity to run for president, he decides not to run for it but stop himself, we do not why he decided to stop him self, all the ideals and mentality that he show us in the lessons of life and in his abilities to survive, his good rhetoric, his abilities to speak, convince and influence on people and of course his charismatic facets, where not enough to encourages him to make the last step? He could also took the strength from his major in order to demonstrate people that he is the one who could make a change in the Whole word by giving his people (African-American) the respect and the credit that even if the times and mentalities have changed, with an

impulse he could help people to have an equality position in the professional field as well in the everyday life. What makes a man like Colin Powell to stop? Is he that happy with his actual charge that he did not need to be in the elections? Has he the courage to put in his shoulders a pressure like this? Was he afraid of his life? Is he just helping the next generations of African-Americans to succeed in the future?

Does the Republican Party is really interested in Colin Powell as a person and professional or the party is aware that they need an African-American person in an institutional charge like they do it in Texas and California by naming prominent Hispanic persons in order to convince people to vote for them? Do the people in the Government believe in him or is just a matter of charm? Are they using him as an identity symbol? Nevertheless, he is making an excellent career and he is making a huge step to the African-American people who still nowadays suffer because of the racism, with this kind of changes, makes us believe that the changes are there, not that clear but maybe in the future we will see an African-American person the Power as a president. Besides that he is leaving a strong way for the next generations.

About his leadership skills we can conclude that while his views are obviously from a military perspective, the lessons he learned have direct and everyday application to the work that we do daily for our organisations or our community. He challenges us to look at his lessons on leadership and consider just how they apply to our office, to our professional organisation, or any other community situation. What he wants to show us is that everyone has a leader inside we have just to let him go out and emerge!

ⁱ where does this quotation come from?

ⁱⁱ **Joint Staff Officers Guide**, Armed Forces Staff College (AFSC), 2000

ⁱⁱⁱ Charles Lane, **The Legend of Colin Powell**. Anatomy of an Establishment Career

^{iv} Charles Lane, **The Legend of Colin Powell**. Anatomy of an Establishment Career

^v Charles Lane, **The Legend of Colin Powell**. Anatomy of an Establishment Career

^{vi} Colin Powell, **A Leadership Primer**, lessons to leadership

^{vii} <http://robtshperd.tripod.com/powell4pres.html>

^{viii} http://www.issues2000.org/Colin_Powell_Education.htm

^{ix} Colin Powell with Joseph F. Persico, **My American Journey**, New York: Random House, 1995

^x <http://www.littleafrica.com/career/powell.html>

^{xi} <http://www.wright.edu/~scott.williams/skills/personality.htm>

Appendices

COMPANY AND BUSINESS ENVIRONMENT



national
competetors:
enemies
other US armies
politics

inter / national
competetors:
other depts
armies within
politics

international
competetors:
other depts
other countries
politics

military
plain

military
politics
complex
bureaucracy
diplomacy

politics
complex
administration
bureaucracy
diplomacy

lower rank
officers

generals
chiefs of staff
advisory

president
government
advisory

GOVERNANCE SYSTEM

MANAGEMENT BODY

INDIVIDUAL

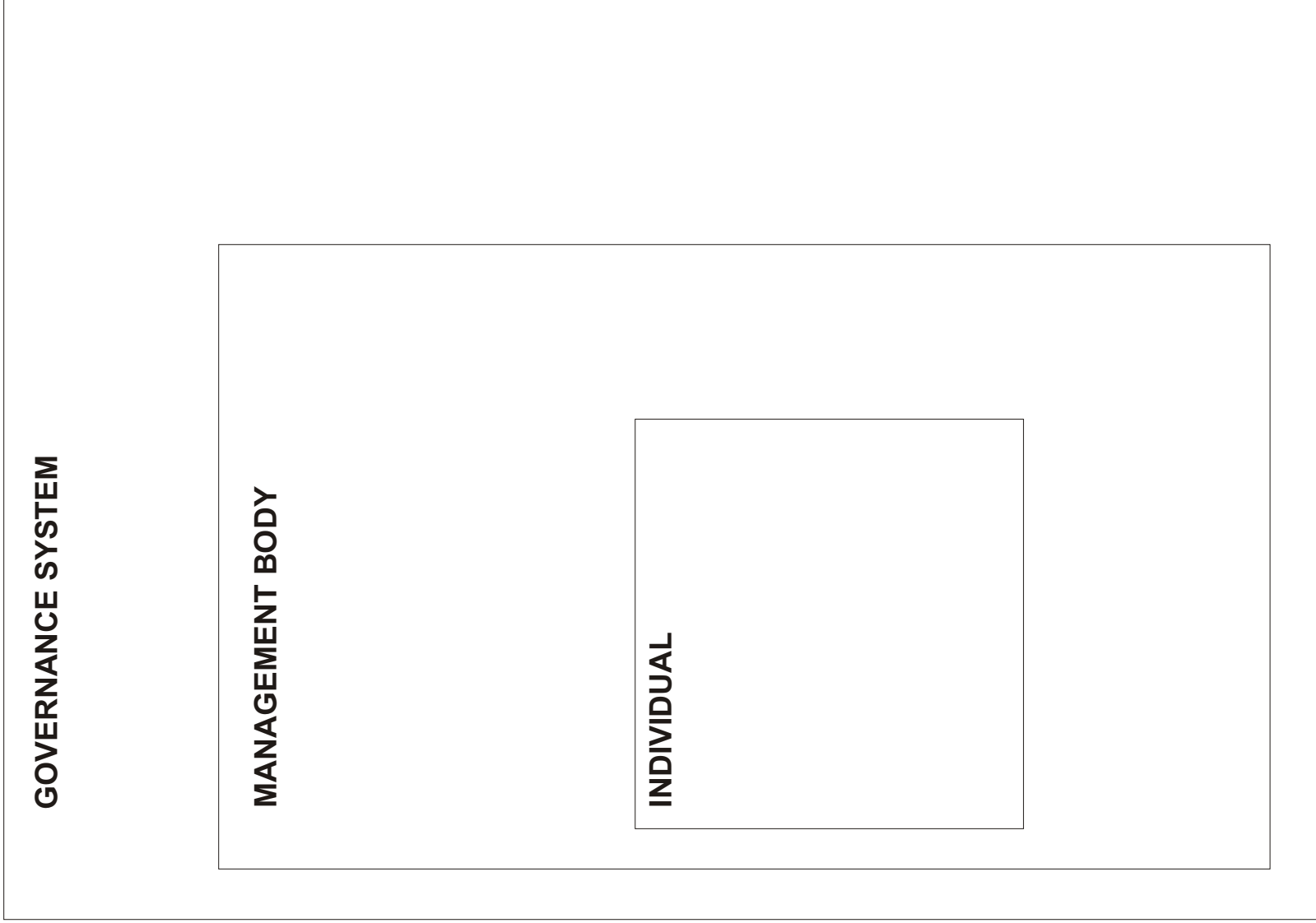


1. US Army

2. Joint Chiefs of Staff

3. US Government

COMPANY AND BUSINESS ENVIRONMENT





national

competetors:
enemies
other US armies
politics

military
plain

lower rank
officers

1. US Army



inter / national



competetors:
other depts
armies within
politics



military
politics
complex
bureaucracy
diplomacy

generals
chiefs of staff
advisory

2. Joint Chiefs of Staff



international

competitors:
other depts
other countries
politics

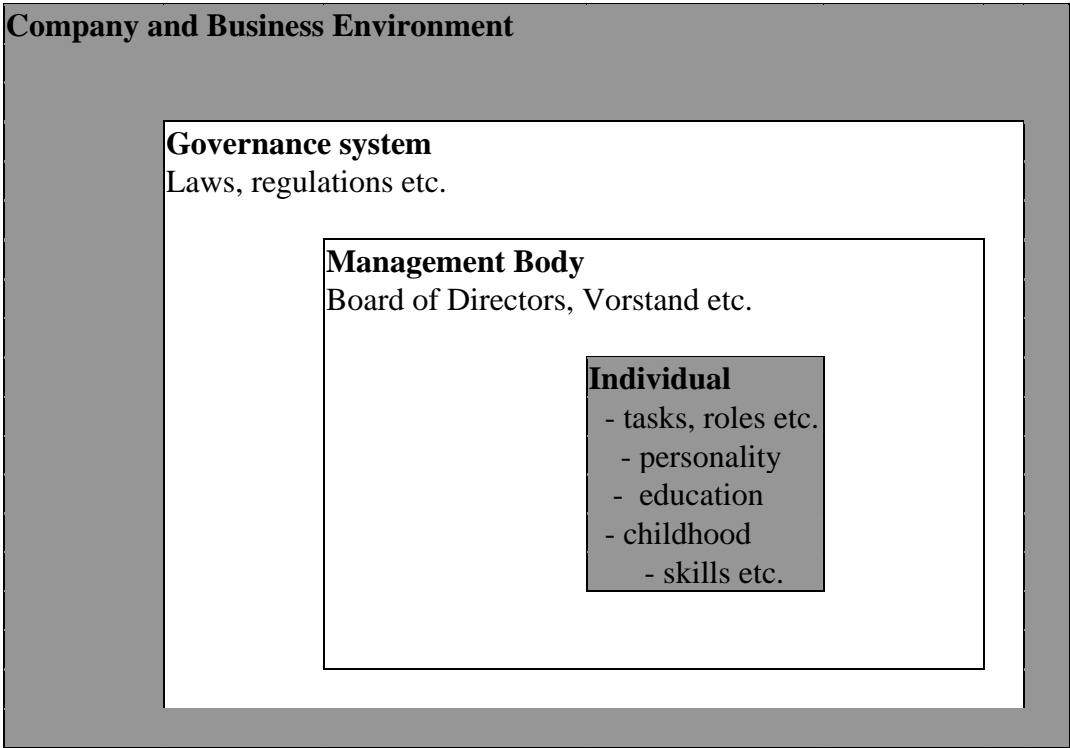
politics
complex
administration
bureaucracy
diplomacy

president
government
advisory

3. US Government



Conceptual Framework



: Company and Business Environment
:: Governance System, Laws and Regulations
::: Management Body, Board of Directors etc.
:::: Individual

Appendix 3: Chairmen of the Joint Chiefs of Staff

Gen. Arm. Omar N. Bradley	USA
Adm. Arthur W. Radford	USN
Gen. Nathan F. Twining	USAF
Gen. Lyman L. Lemnitzer	USA
Gen. Maxwell D. Taylor	USA
Gen. Earle G. Wheeler	USA
Adm. Thomas H. Moorer	USN
Gen. George S. Brown	USAF
Gen. David C. Jones	USAF
Gen. John W. Vessey, Jr,	USA
Adm. William J. Crowe, Jr.	USN
Gen. Colin L. Powell	USA
Gen. John M. Shalikashvili	USA