Contents

Acknowledgements xi

Introduction xv

The Axes of Leadership xv • The Nature of Leadership Decisions xvi
• Six Leaders in their Context xix • Epitomes of Leadership: The
Statesman and the Prophet xxiii • The Individual in History xxv

1 Konrad Adenauer: The Strategy of Humility 3

The Necessity of Renewal 3 • From Early Life to Internal Exile 6
• The Road to Leadership 8 • The Restoration of Civil Order and the Inauguration of the Chancellor 11 • The Path to a New National Identity 14 • The Soviet Challenge and Rearmament 18 • The Inextricable Past: Reparations to the Jewish People 23 • Two Crises: Suez and Berlin 26 • Three Conversations with Adenauer 29 • German Unification: The Tormenting Wait 39 • Final Conversations 42
• The Adenauer Tradition 44

2 Charles de Gaulle: The Strategy of Will 51

Close Encounters 51 • The Beginning of the Journey 54 • The Sources and Aims of de Gaulle's Conduct 57 • De Gaulle in the History of France 60 • De Gaulle and the Second World War 64 • North African Contest 71 • Achieving Political Power 75 • A Visit to Moscow 79 • De Gaulle and the Provisional Government 82 • The Desert 88 • Failure in Indochina and Frustration in the Middle East 90 • Algeria and the Return of de Gaulle 93 • The Fifth Republic 96 • The End of the Algerian Conflict 99 • Germany as a Key to French Policy: De Gaulle and Adenauer 104 • De Gaulle and the Atlantic Alliance 105 • The Nuclear Directorate 108 • Flexible Response and Nuclear Strategy 110 • What Is an Alliance? 112 • The End of the Presidency 114 • The Nature of de Gaulle's Statesmanship 117 • De Gaulle and Churchill Compared 119 • Behind the Mystery 121

3 Richard Nixon: The Strategy of Equilibrium 125

The World to Which Nixon Came 125 • An Unforeseen Invitation 128

- National Security Decision-making in the Nixon White House 134
- Nixon's Worldview 138 Diplomacy and Linkage 141 A Trip to Europe 145 The Vietnam War and its Conclusion 149 Great Power Diplomacy and Arms Control 163 Emigration from the Soviet Union 169 The Opening to China 170 The Middle East in Turmoil 177 The 1973 Middle East War 182 The Diplomacy of Ceasefire 186 The Middle East Peace Process 189 Bangladesh and the Interlocking Cold War 191 Nixon and the American Crisis 200
- 4 Anwar Sadat: The Strategy of Transcendence 205

The Special Quality of Anwar Sadat 205 • The Impact of History 206 • Early Life 208 • Contemplations in Prison 211 • Egypt's Independence 213 • Mouthpiece of the Revolution 215 • Nasser and Sadat 217 • Sadat's Perspective 221 • The Corrective Revolution 224 • Strategic Patience 227 • The 1973 War 233 • Meir and Sadat 239 • The Meeting at the Tahra Palace 241 • From Geneva to Disengagement 246 • The Syrian Dimension 251 • Another Step Toward Peace: The Sinai II Agreement 254 • Sadat's Journey to Jerusalem 259 • The Tortuous Road to Peace 263 • The Unraveling 267 • Assassination 271 • Epilogue: The Unrealized Legacy 273

5 Lee Kuan Yew: The Strategy of Excellence 279

A Visit to Harvard 279 • The Giant from Lilliput 281 • Imperial Youth 284 • Building a State 288 • Building a Nation 293 • 'Let History Judge' 296 • Building an Economy 298 • Lee and America 300 • Lee and China 305 • Between the US and China 309 • Lee's Legacy 313 • Lee the Person 316

6 Margaret Thatcher: The Strategy of Conviction 323

A Most Unlikely Leader 323 • Thatcher and the British System 324 • The Challenges Ahead: Britain in the 1970s 326 • The Ascent from Grantham 331 • A Framework for Leadership 336 • The Economic Reformer 338 • In Defense of Sovereignty: The Falklands Conflict 343 • Negotiations over Hong Kong 351 • Confronting a

CONTENTS ix

Legacy of Violence: Northern Ireland 357 • Fundamental Truths: The 'Special Relationship' and the Cold War 362 • A Problem in Grenada 368 • A Strategic Shift: East-West Engagement 369 • Defending Kuwaiti Sovereignty: The Gulf Crisis 376 • The Limits to Leadership: Germany and the Future of Europe 379 • Europe, the Endless Difficulty 382 • The Fall 386 • Epilogue 391

Conclusion: The Evolution of Leadership 395

From Aristocracy to Meritocracy 395 • Hard Truths 401 • The Faltering Meritocracy 403 • Deep Literacy and Visual Culture 405 • Underlying Values 408 • Leadership and World Order 409 • The Future of Leadership 414

List of Illustrations 417 Notes 419 Index 467