

# Leadership Lessons

FROM WORLD WAR II

OPERATIONS & WORKING GROUPS FORUM 



# Adapting to Disaster: Persevering and Prevailing after Pearl Harbor

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Jenny Craig Institute  
for the Study of War and Democracy



**WAS IT OVER WHEN THE GERMANS BOMBED PEARL HARBOR? HELL NO!**

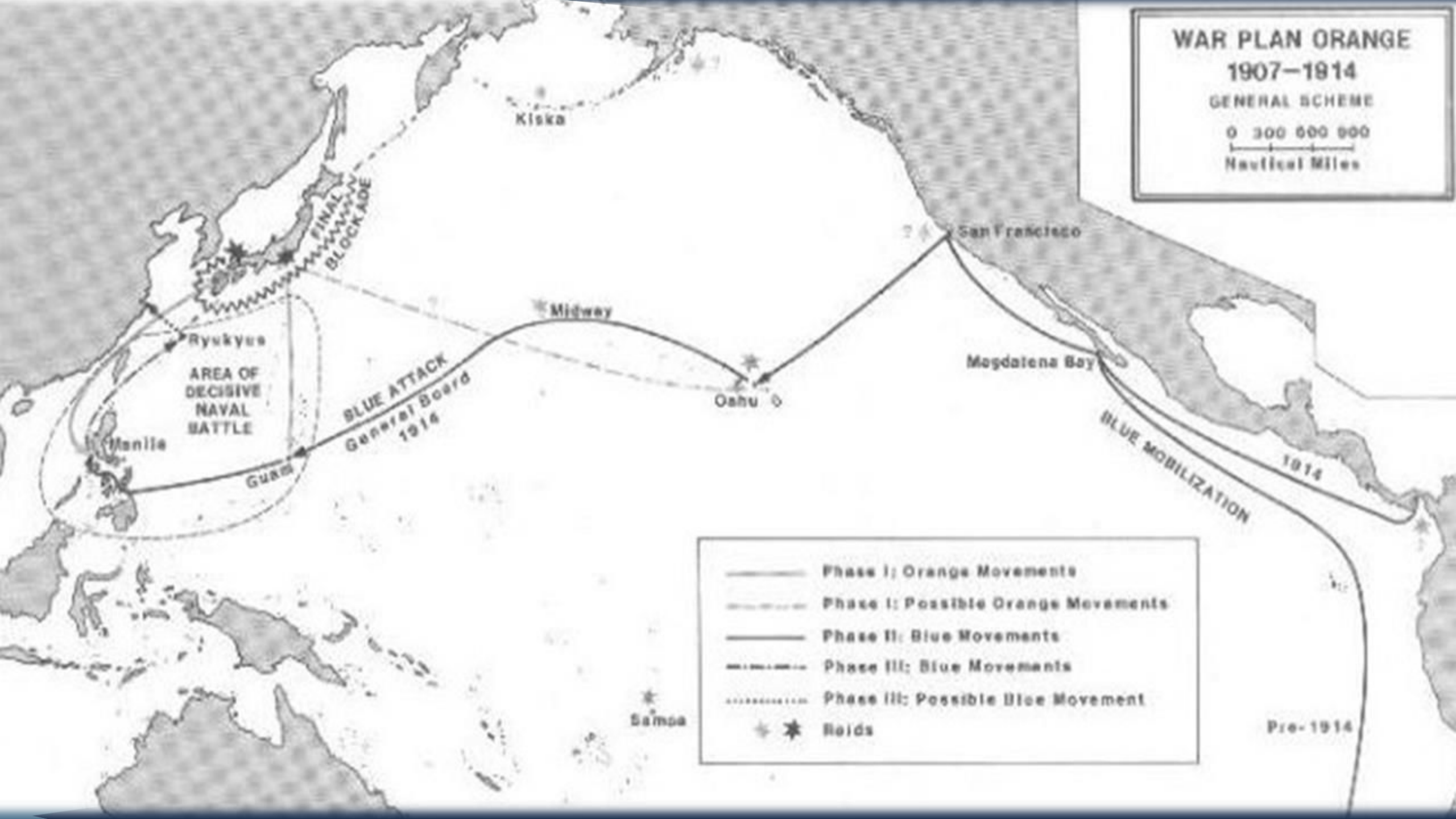
# WAR PLAN ORANGE

1907-1914

GENERAL SCHEME

0 300 600 900

Nautical Miles



AREA OF  
DECISIVE  
NAVAL  
BATTLE

BLUE ATTACK  
General Board  
1914

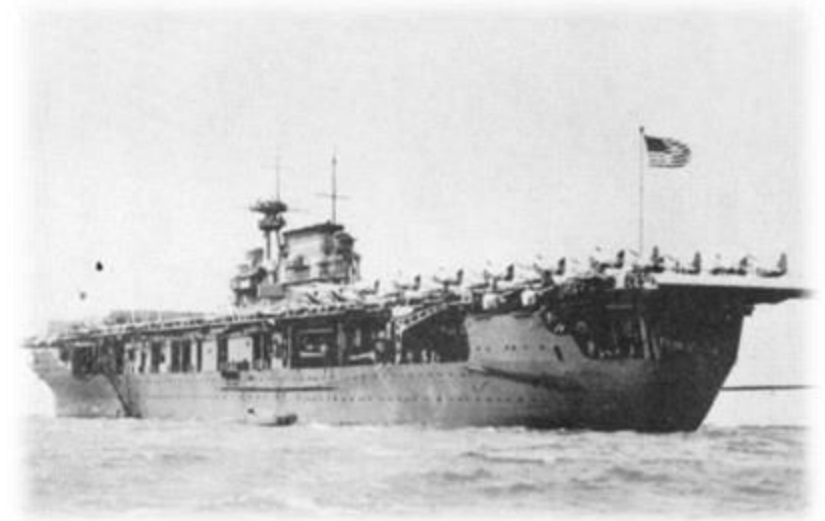
BLUE MOBILIZATION  
1914

- Phase I; Orange Movements
- Phase I; Possible Orange Movements
- Phase II; Blue Movements
- Phase II; Possible Blue Movement
- Raids

Pre-1914

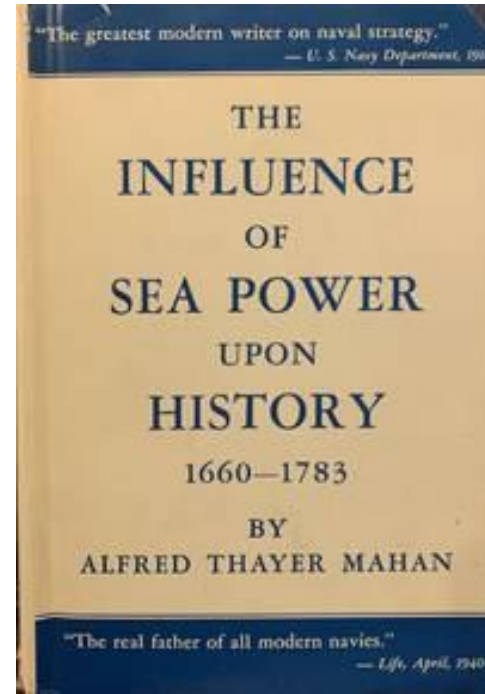
# Washington Naval Treaty 1922

- Disarmament efforts following WW I.
- Limited the tonnage of naval vessels:
  - Ratio based affecting US/UK/Japan
    - 10:10:7
    - 5:5:3
  - Affects kinds of vessels constructed
- A focus on aircraft carriers for the US and Japan.
- Japan: “The War with America begins now...”



# Interwar Doctrine

- Naval thought is Mahanian in nature.
  - Powerful navies are key
  - Determining control of the sea/SLOCs
  - Overseas bases and reach
- 20<sup>th</sup> Century Dreadnaught focus.
- Naval aviation as an auxiliary:
  - Naval spotting
  - Scouting
  - Reconnaissance
  - Initial engagement



# 日本海上交通の變遷圖

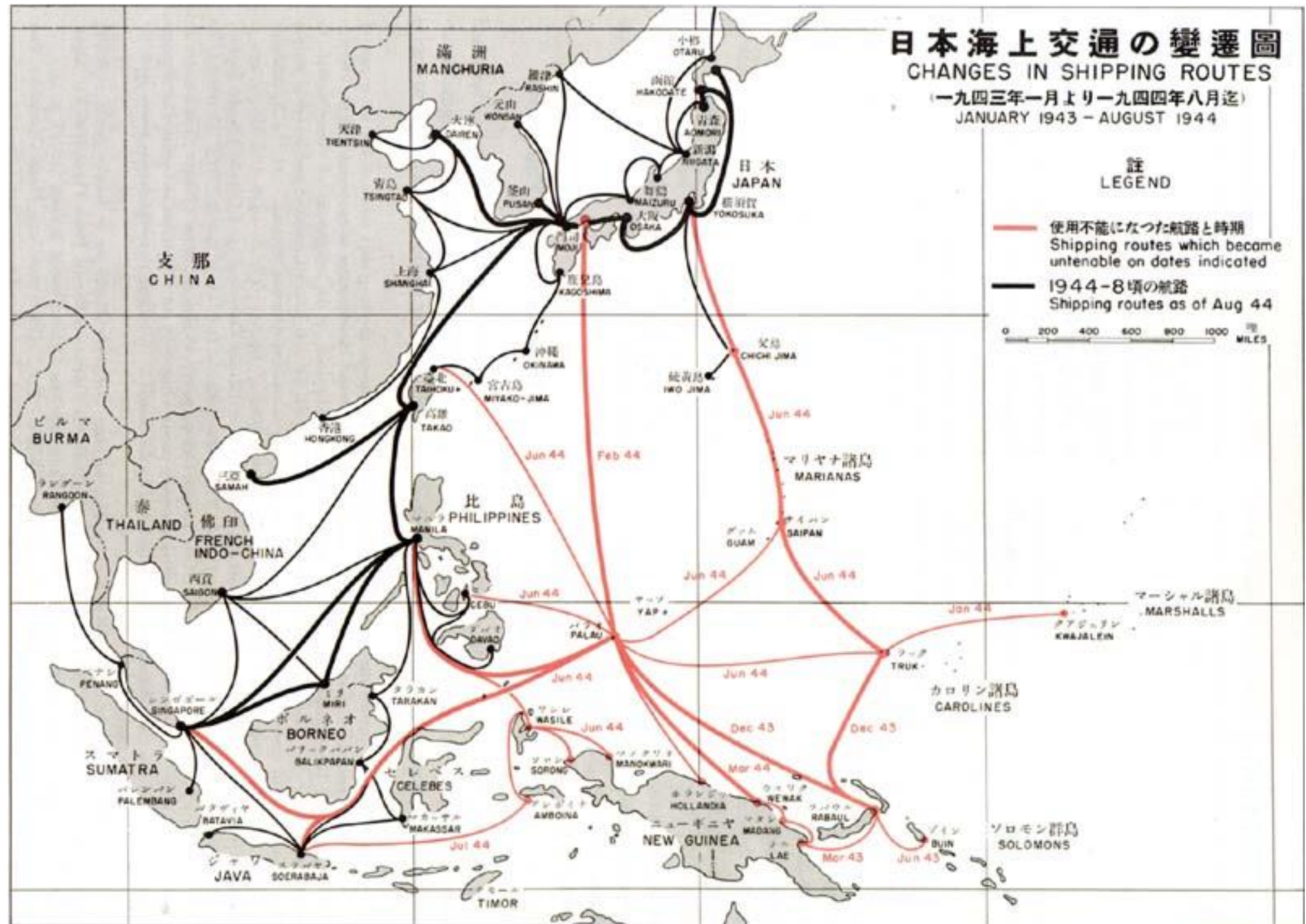
## CHANGES IN SHIPPING ROUTES

(一九四三年一月より一九四四年八月迄)  
JANUARY 1943 - AUGUST 1944

### 註 LEGEND

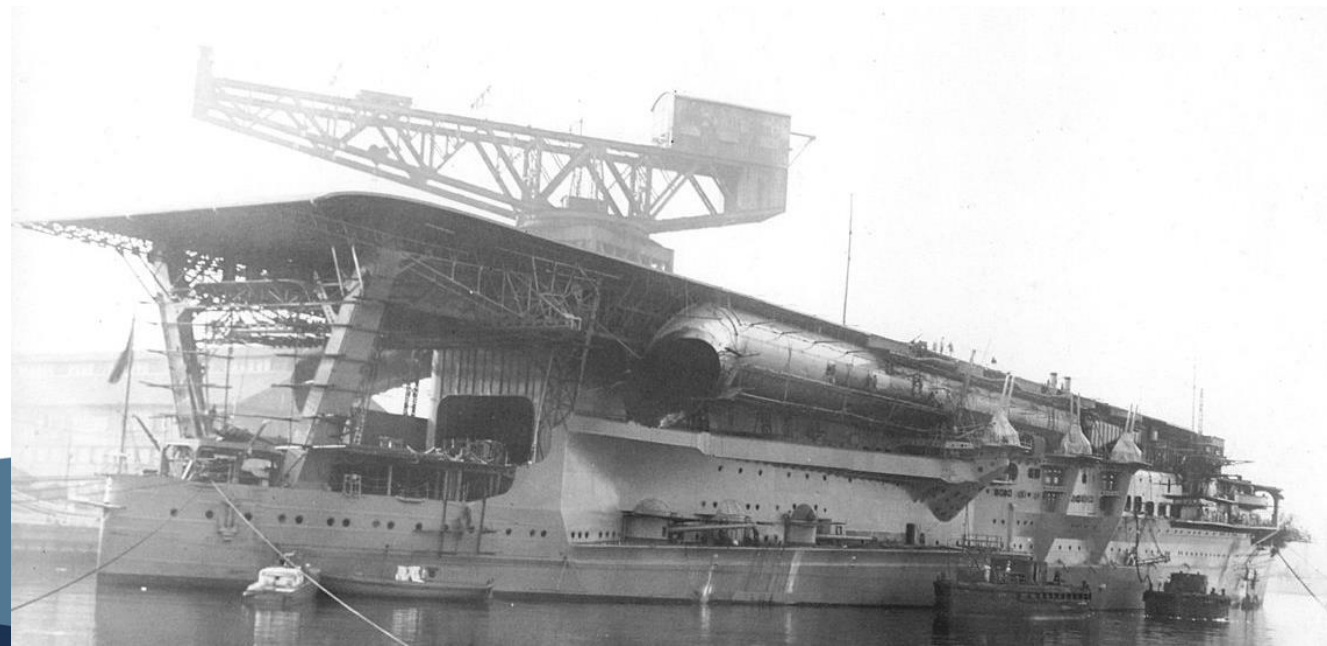
- 使用不能になつた航路と時期  
Shipping routes which became untenable on dates indicated
- 1944-8頃の航路  
Shipping routes as of Aug 44

0 200 400 600 800 1000 哩  
MILES



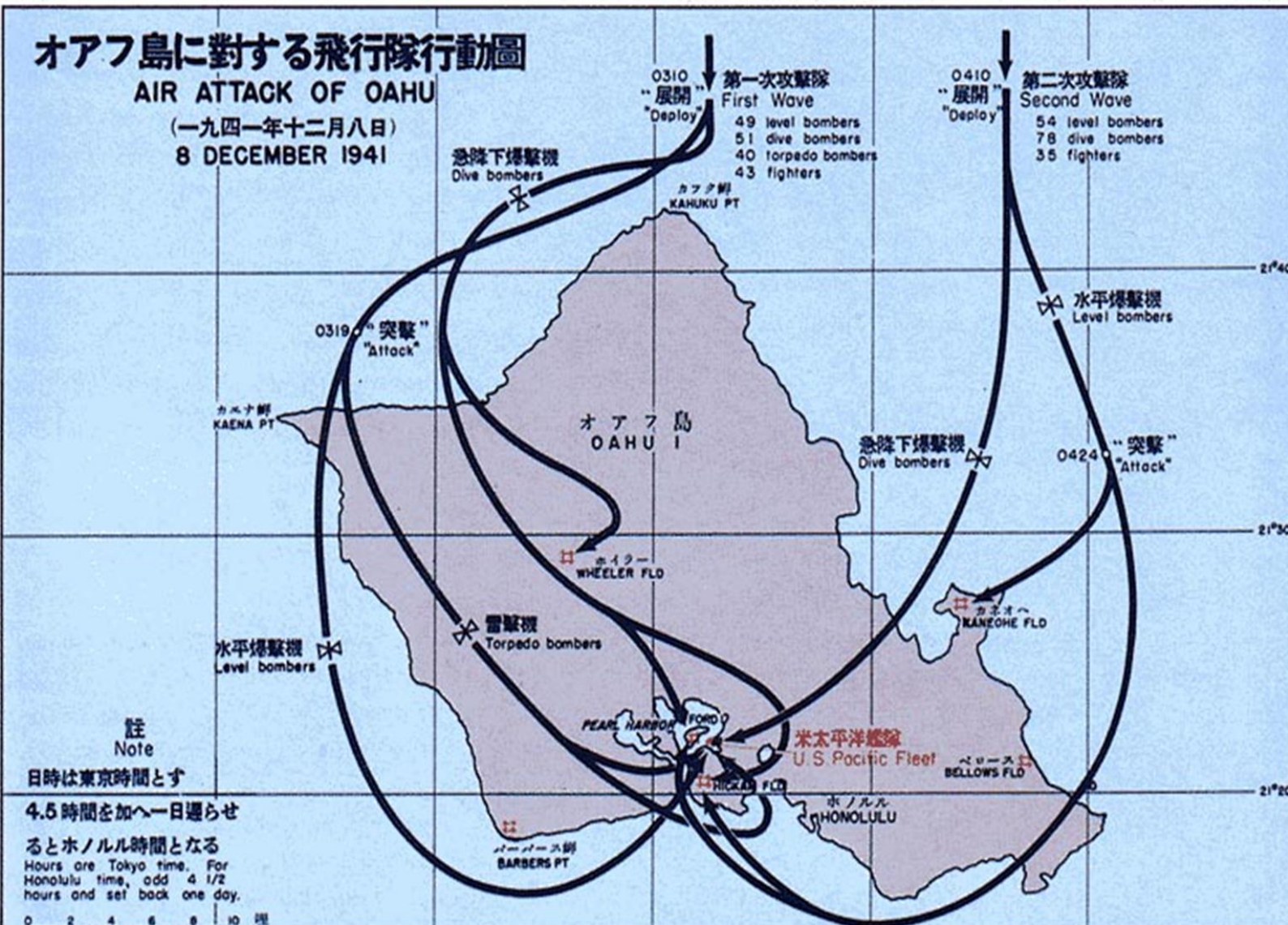
# USN & Imperial Japanese Navy

- Neither country faced land-based air attack.
- Both nations develop naval aviation.
  - Promising new career path
  - Elite status
- Innovative carrier designs
  - War games
  - Experimentation
- Specifically develop carrier-based aviation.



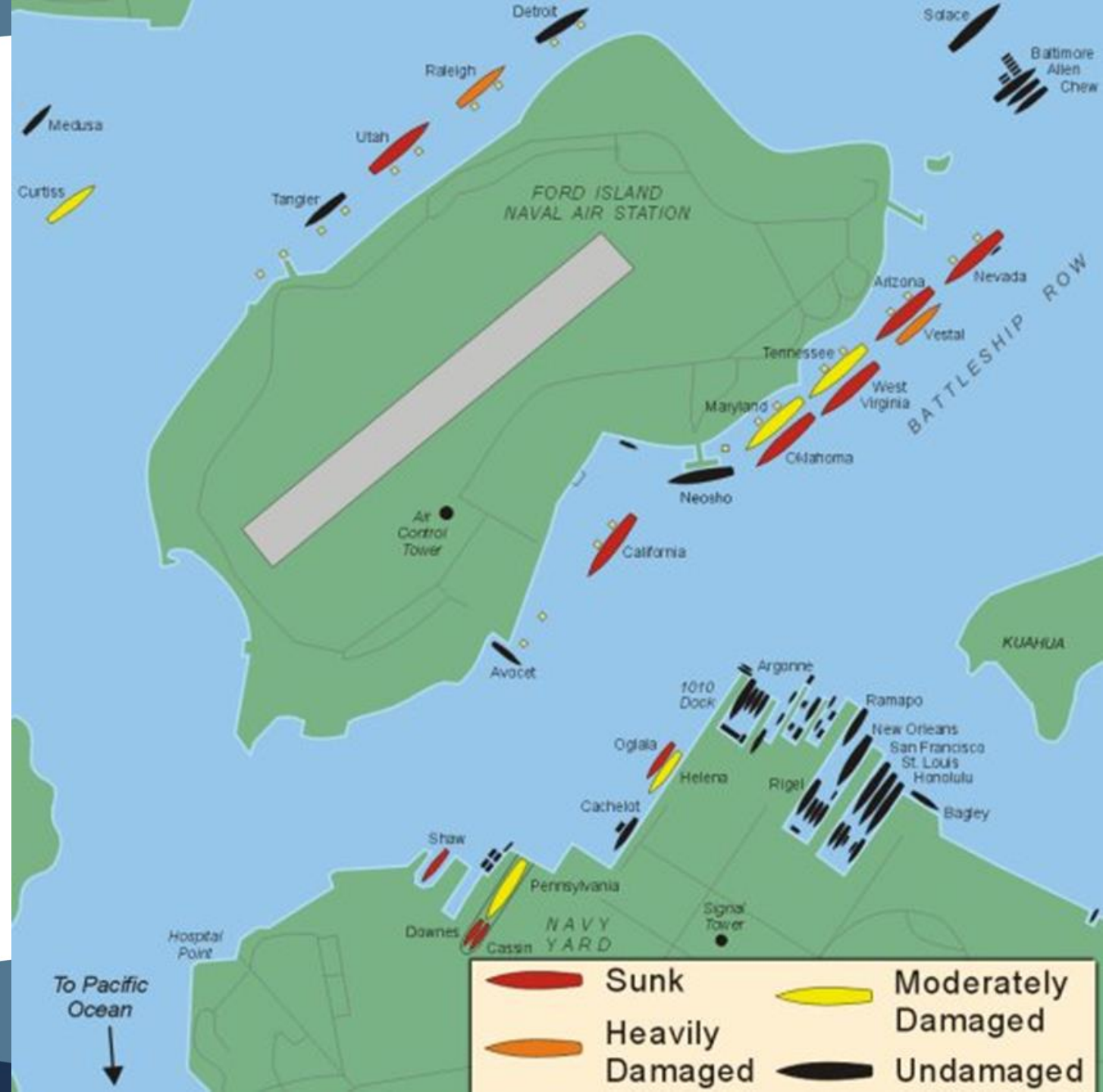


# Pearl Harbor Carrier Based Attack



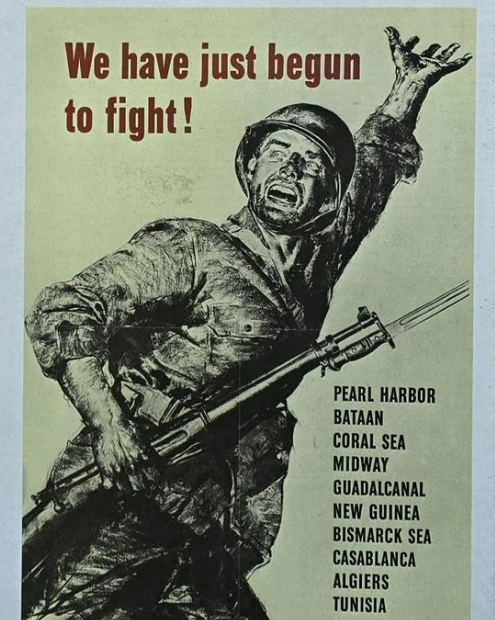
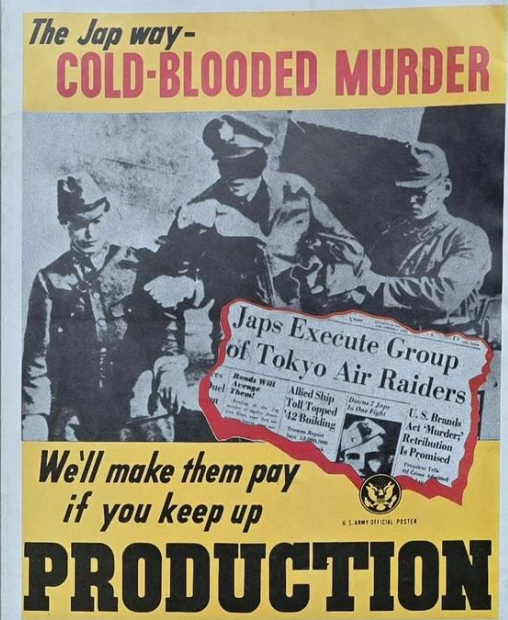
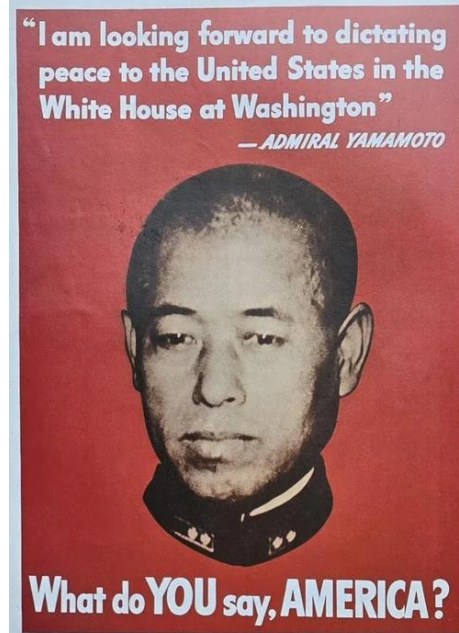
# US Losses

- 8 Battleships damaged/sunk
  - Only 3 total loss
  - OK, AZ, UT
- 3 Cruisers damaged
  - All repaired
- 3 Destroyers damaged
  - All repaired
- 6 Auxiliary ships damaged
  - Only 1 total loss
- 2,400 KIA; 1200 WIA
- 188 aircraft destroyed



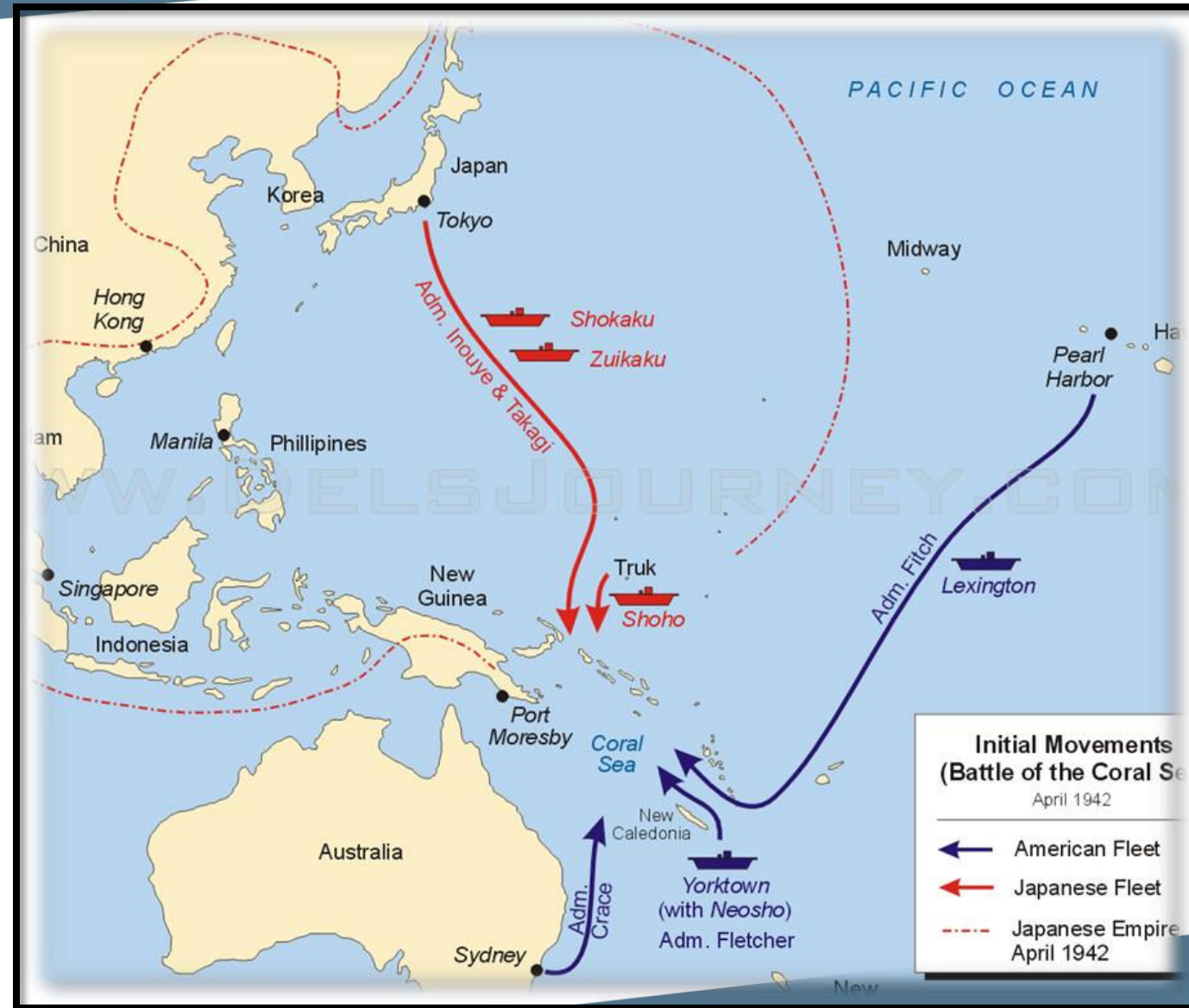
# What isn't hit?

- Repair/dock yards
- Fuel storage tanks
- US aircraft carriers
- US morale

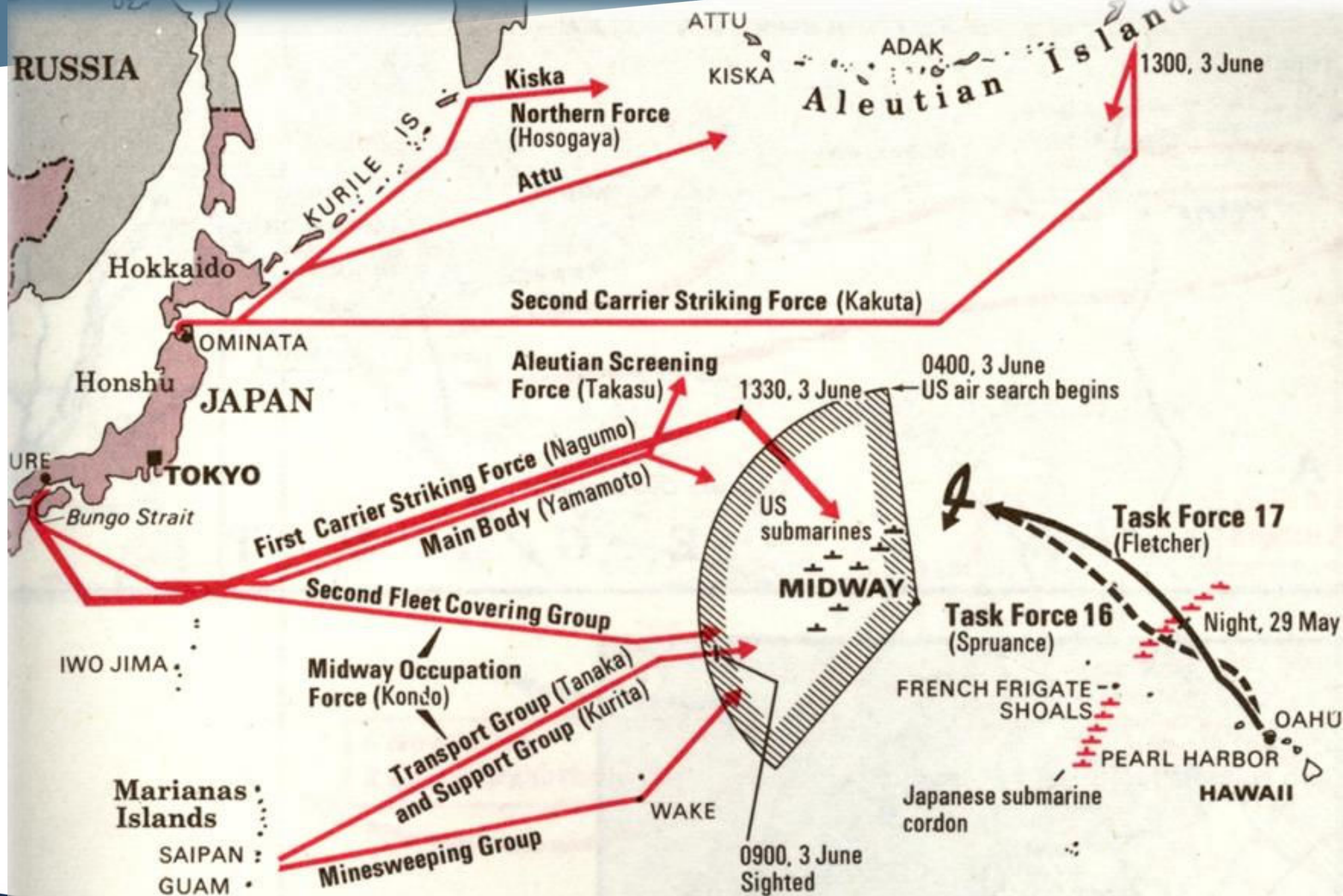


# Coral Sea (April 1942)

- First check of Imperial Japanese Navy advances.
- Protect Australia-US SLOC
- 1<sup>st</sup> naval engagement w/o surface fleet battle



# Midway (June 1942)



# “Marianas Turkey Shoot”

- Battle of the Philippine Sea (June 1944).
- 24 Aircraft Carriers involved w/ over 1300 aircraft.
- Included surface & subsurface action.
- Japanese lose 3 Carriers w/ 3 damaged
  - ~600 aircraft and pilots
  - 1 fleet Aircraft Carrier remaining
- US loses 1 Battleship & 103 aircraft.
- Japanese naval aviation never recovers.



# Results

- Naval engagement now decided by airpower.
- Naval fires (BBs, CAs) relegated to support.
- Importance Carrier Battle Groups for power projection.





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# INNOVATING IN THE WORKPLACE: HIGGINS – THE MAN, THE BOATS AND THE PEOPLE THAT WON THE WAR

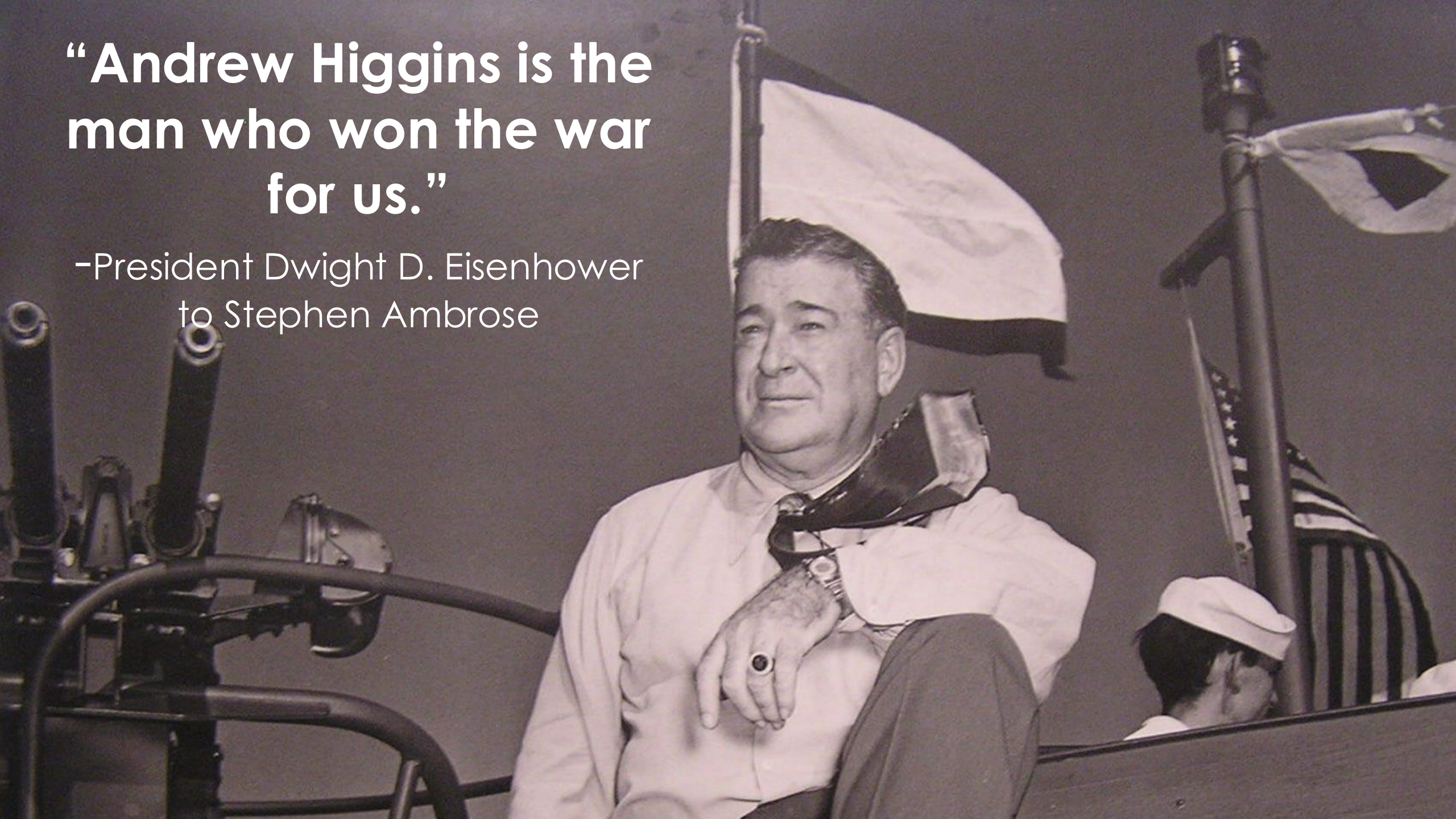
Jeremy Collins



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**“Andrew Higgins is the  
man who won the war  
for us.”**

-President Dwight D. Eisenhower  
to Stephen Ambrose





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# THE CULIN CUTTER: BATTLEFIELD INNOVATION IN THE NORMANDY CAMPAIGN



Dr. Michael S. Bell (COL, USA, Ret.)



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# OMAHA Beach, June 6, 1944





# The American Leaders



(L-R)  
Generals  
Bradley,  
Eisenhower,  
Gerow, and  
Collins In  
Normandy



# The Bocage



# Culin's Rhino Device or Hedgerow Cutter



# Demonstrating the Rhino & Moving Forward



# Wartime Field Expedient Brings Advantage





General Dwight D. Eisenhower assessed that Sergeant Curtis Culin's "contributions to success in the Normandy Breakout reflected Yankee Ingenuity at its best."

Meeting with Eisenhower after the war, Culin insisted that credit for the hedgerow cutter should not go to him alone.

Eisenhower: *"...of course we had the kind of Army in which a really good idea can quickly rise. But remember that someone has to have the idea. And that man was you!"*

# President Eisenhower's 1961 Tribute

*There was a little sergeant. His name was Culin, and he had an idea.... And this idea was brought to the captain, to the major, to the colonel, and it got high enough that somebody did something about it - and that was General Bradley - and he did it very quickly.*

*Because this seemed like a crazy idea, they did not even go to the engineers very fast, because they were afraid of the technical advice, and then someone did have a big question, "Where are you going to find the steel for all this thing?" Well now, ... it worked fine.*





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