

Rear Adm. Dave Oliver, USN (Ret.) *A Navy Admiral's Bronze Rules: Managing Risk and Leadership*. Annapolis, MD: US Naval Institute Press, www.usni.org, 2021. xv+214 pp., illustrations. US \$34.95, cloth; ISBN 978-168247-721-2.

Leadership. A simple concept but one of the hardest things to teach. In our society, it is one of the most valuable commodities because it is often so scarce. We hold up people skilled in leadership as role models, and we even spend quite a bit of energy trying to teach leadership skills to our youth. Whether via university business programs or military educational routes, the idea is to impart the vital skills of leadership to the next generation so that when needed, we will have new leaders to rise to the challenges of the future.

US Rear Admiral Oliver's new book, *A Navy Admiral's Bronze Rules*, attempts to distill some of the key concepts of both leadership and risk management based on his military career and experiences. The text is divided into four major themes, each broken up into smaller chapters. The first section is aimed at exploring the personal traits that a leader should try to strengthen. The second section attempts to identify the problems a leader will encounter that affect or challenge leadership skills. Part three focuses on the techniques a leader will find useful, while part four examines some of the special issues related to being a senior leader.

Each sub-series of chapters uses personal reminiscences from his military career in the American submarine fleet, chosen to illustrate specific lessons with a relevant example. For example, in chapter 8, Oliver uses his experience with naval war games as a tool to pry participants out of their conceptual ruts that can often stifle creativity. War games are an excellent method of training, allowing the participants to test accepted wisdom and to challenge themselves in two ways. Firstly, by understanding the concepts/theories they have been trained to put into practice. Secondly, by seeing how they react and adapt to situations that are dynamic and constantly changing. Games are an outstanding learning tool and can produce some incredible learning experiences. In this case, the example led to a re-thinking of war plans and was a major advance for American preparations for war.

Oliver manages to combine a lifetime of experience within a theoretical construct of what it means to lead. As the same time, by discussing things that would not normally be talked about, he offers some fascinating insights into life in the fleet. While war games, for example, might be mentioned in other literature, they are usually described as a means to explain lessons learned or how they shaped planning, usually from an academic perspective. Instead of this top-down approach, Oliver reveals the lessons from a rare, personal point of view. Similarly, the history he presents via his own naval career is not

something usually seen; namely, problems of command, of officers who did not master leadership and the impact they had on those below them, of issues related to personnel and the impact of ineffective leadership versus successful leaders. These stories provide a behind-the-scenes view of the navy familiar only to participants.

My greatest problem with the book is that, despite promising to show the reader the key elements of what we call leadership, I felt Oliver failed to deliver. As a memoir it is fascinating, but I found the lessons on leadership often unclear, if not lost on me entirely. The background Oliver offers is valuable but his concluding chapter summing up the rules is more of a list of chapters than a lesson in leadership.

While the text is recommended to anyone interested in the Cold War American submarine fleet and life as a naval officer, I feel its value as a teaching tool for future leaders outside of the military is rather limited.

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Judith E. Pearson, Sean Heuvel & John Rodgaard (eds.). *The Trafalgar Chronicle*. New Series VI. Barnsley, S. Yorks: Seaforth Publishing, www.seaforthpublishing.com, 2021. 232 pp., illustrations, tables, maps, notes. UK £20.00, paper; ISBN 978-1-5267-5966-5.

New Series 6 of *The Trafalgar Chronicle* provides readers who are interested in the period surrounding Nelson's and the Georgian Navy's battle of 1805 a wide-ranging set of thematic articles, biographical portraits, and items of general interest from a truly international collection of scholars, researchers, and historians. The *Chronicle's* mission is to provide information and research associated with the Trafalgar campaign and the surrounding years of 1750 to 1820. The series meets this goal by structuring its content around diversity, both thematically and in breadth of subject matter.

This issue offers four articles centered on the 2021 theme of *Royal Navy Encounters with Indigenous Populations and Enslaved Peoples*. These include a piece by Tom D. Fremantle recounting relations between Philip Gidley King (first Lieutenant Governor of Norfolk Island, third Governor of New South Wales, and an ancestor of Fremantle) and the Maoris; Christopher Pieczynski's discussion of British attempts to influence freedom-seeking American slaves in Princess Anne County, Virginia during the War of 1812; research by Lily Style concerning the rescue of an abandoned high-born infant Burmese by her ancestor, Captain Edward Blanckley RN, during the opening years of the first Anglo-Burmese war; and Gerald Holland's account of the interactions