

as the *Nanina* could be a valuable prize in an admiralty court. Perhaps the Americans should first have learned how many people needed to be rescued. Because of the political war situation, they perhaps should have sailed off and left the shipwrecked people behind, even if doing so went against every humane impulse and certainly international maritime convention. Five of the men, separated from the main party, survived as Falkland castaways, both together and apart, for 543 days.

This complex tale evolves into many sub-plots: a mini rescue via *Young Nanina* (*Nanina's* shallop), minor sexual dalliance, deceit, marooning of members of the parties, and detailed accounts of hunts. Added to this are clever survival tactics, moral relapses, reprieves, and forgiveness. Also an arduous voyage to Uruguay, followed by a rescue out of Argentina via *Nancy*, a Royal Navy brig, but with a potential substantial monetary reward as an incentive. This multi-faceted story, with a sizeable *dramatis personae*, comes to a reasonable and largely just wrap-up. In a thought-provoking epilogue, the author brings the multiple story lines to their real-life conclusions.

The primary sources for this meandrous tale were Charles Barnard's logbooks of the *Nancy* and *Nanina*, plus Barnard's 1829 published narrative of his sufferings and adventures at the Falkland Islands, a journal of Henry Igman Defrees, and Richard Lundin's narrative of a voyage published in Scotland in 1846. This unusual story is captivating and, like Dolin's many other works, erudite and well-written. Some of the undertakings where the men are moving from island to island and harbor to harbor are difficult to follow. This may be a function of the map that shows multiple names for places, some of which are entirely missing. One might assume this is a function of the centuries-old sources that Dolan had to edit into modern prose. The reader would be well advised to remember that it was the taxing survival events that were important and not necessarily their exact geographic locations. *Left for Dead* is a fascinating if somewhat disheartening segment of the maritime history that took place in one of the world's most remote and inhospitable lands.

Louis Arthur Norton
West Simsbury, CT

Reuben Keith Green. *Black Officer, White Navy. A Memoir.* Lexington, KY: The University Press of Kentucky, www.kentuckypress.com, 2024. 236 pp., illustrations. US \$30.00, paper; ISBN 978-1-98590-029-5.

I encourage minority service members and veterans to write their own stories. History needs these stories. - R.K. Green

Green's *sea story* about his formative years and naval service career has

quite a few of those laugh out loud moments and a “mostly happy ending.” Alas, these moments just aren’t enough to counter the biggest danger of the story: “the sailors themselves.” Nearly forty years after his memoir starts, Green shows that everything and nothing appears to have changed in the Navy in that time. And therein is the value of this text to strategic human resource and executive managers, policy makers and military careerists; it is a case study of consequence. History does indeed need these stories, the Navy particularly so, with it noted as “being the most racist of the armed services” (p. 2).

Language choices in the text reflect a military story, with plenty of acronyms and slang that may stall a new reader who needs to refer to the index regularly for context. The occasional cuss is rarely presented out of context. Structurally, the story is relatively linear and visibly short enough to convince the reader they can complete it in a couple of sittings. An individual’s progression through junior ranks and promotion to officer generally make for an interesting story. Yet Green’s continues thereafter, with him gaining further engineering and surface-warfare qualifications, and decorations for employment achievements. Green’s was not a linear career path by any means; his was an impressive naval career before the awful fact that all of this was achieved in the face of structural racism and unconscious bias. For some readers, this will necessitate pauses.

Green left high school early to pursue employment and, after a couple of small jobs and some soul-searching, joined the Navy as a sailor against his father’s recommendations. In Green’s words, he was a high school dropout; however, there is merit in considering school was not meeting his learning needs. The value of education during one’s formative years cannot be understated, particularly noting Green’s intelligence made him a qualifying candidate for service. The military is hierarchical in organization and people are often inclined to believe that organizational leadership also operates that way. This is misguided: organizational management operates that way, but leadership does not. Green notes this early in his memoir, observing one of his reasons for joining the Navy was that the most senior leader had given an order for the Navy to be an “equal opportunity employer,” a particularly attractive notion for a young candidate in the 1970s. However, power-distance relationships being what they are in the Navy, an order for a cultural change does not constitute one.

Every member of the military has the opportunity to be a leader, to demonstrate values through behaviours. Time and again, Green was faced with bias and bullying, to which he attempted to maintain his dignity without responding. His “abuse meter redlined” (p. 92) and he had to fight back, although he learned with time. Yet, Green points out that seldom was any of this behaviour necessary; there are still choices and opportunities to set aside previous conditioning and choose growth.

Serving as the Engineering Officer in USS *Boone* (FFG-28) and while preparing for a deployment to the Middle East, Green faced a main engine room fire and, in his department, the subsequent, significant repair. His development of a critical items list was impressive and ahead of its time. But so was his appointment, as it was 1988 and only a few years prior he was a junior sailor. He had fast-tracked the time to qualification, which was a major career achievement, although the stress it placed on his body was enough to make his hair start falling out. The fact he had to develop a critical items list at all was resultant of the fickle behaviour of his supply officer. There are so many lessons to be learned from this case study, it ought to be commended and studied. Ironically, the ship's motto for USS *Boone* was "don't tread on me."

Those less inclined to read this work are always the ones who would benefit most from doing so! And they ought to be made aware of the value of Green's business case for strategic investment in diversity, equity and inclusion, in championing authentic mentoring and leadership programs, and promoting organisational values that include "respect." Make no mistake, creating a psychologically safe working environment starts with these investments at the highest level.

Reference to the modern workplace must also include the value of cultural competence. A diverse workforce needs to be respectful of that very diversity, which is something to be fostered right from the outset. It is also something to monitor; for example, Green's critical items list clearly evidenced conflict between the departments responsible for integrated logistics systems management, and this is but one of the many examples that he can offer.

Drawing on this, no doubt, was the way Green managed his outputs in his next roles, including the best job he had. Having the support and guidance of his supervisor meant Green was able to elevate the importance and scheduling of safety training, which had a direct and positive impact in the fleet. Training became more fun and the working environment more professional because of it. Unfortunately, this is a huge contrast to Green's next and final role, managing telephones. Green was to retire from naval service as a result of his experiences in this posting.

Green has been able to point out ongoing issues and clearly wants to help "lead the way." He has made some tangible recommendations for policy improvements that, if adopted sooner rather than later, would directly improve equity and inclusion in the context of a diverse military workforce.

This memoir is a valuable contribution to maritime, military and leadership studies; it is also an excellent case study for workforce planners.

Amy Blacker
Canberra, Australia