

provided the flesh and bones as to how this truism played out over the Long Nineteenth Century.

I strongly recommend this book. Lambert is an engaging writer, and this particular volume provides critical insight into Britain's nineteenth century, its consistent North Star in strategic thought, and much useful analysis on which to ponder today's world.

Ian Yeates

Regina, Saskatchewan

Luebke, Peter C., ed. *The U.S. Navy and Innovation: Twentieth Century Case Studies. Contributions to Naval History No. 10*

History and Heritage Command, 2024

158 pp.

ISBN 9781943604906 (e-book) available online free of charge

In 1972 Raye Jean Jordan Montague received the United States Navy's (USN) Meritorious Civilian Service Award, the third-highest award to be conferred on a civilian. The award was in recognition of her work pioneering computer-aided design and manufacturing in the construction of the *Oliver Hazard Perry*-class ship. This award changed Montague's career in obviously positive, but also negative, ways. She received death threats from people claiming she did not deserve the award and the USN had to relocate her office and parking space over safety concerns. Over her 34-year career Montague rose from the lowest to the highest General Schedule grade for civilians in the USN, along the way "setting several pioneering milestones for women and African Americans" (117).

The story of Montague and her contributions to USN innovation and change is one of eight case studies found in this edited volume published by the American Naval History and Heritage Command (NHHC). Overall, this volume is a project by the NHHC to "share stories of naval innovation and the innovators themselves amid the great power struggles of the twentieth century" (5). The case studies range from discussing USN innovations in battleship design before the First World War through to innovative strategic thinking from the USN leadership during the 1980s. Given the massive USN involvement in the Second World War, half of the case studies cover this conflict with three of the four focusing on the Pacific Theater. Those interested in Canadian naval history will be disappointed that there is no discussion of the North Atlantic theater, despite the heavy USN presence during the period. An additional omission is that while the case studies cover surface operations and naval aviation, there is no discussion of the submarine operations or of the

USN's extensive role in anti-submarine warfare during the Second World War or the Cold War.

It is important to note that this edited collection is an American example of a broader genre of "lessons learned" literature produced by various historical units of national services for military professionals. The goal of these projects is to take the complex and often messy reality of military history and create clear and digestible bites of useable history. A benefit of this approach is despite the often technical subject matter, such as naval surface fire support, the writing is accessible and the thesis or main point of the essay is easy to understand for non-specialists. The downside is that each case study is a brief overview of the subject that focuses on practical lessons derived from already existing literature, either published histories or government publications. The overall result is that the book feels like snack food: well packaged, easy to digest and yet insubstantial. Readers looking for a comprehensive introduction to the topics or new insights on well-known subjects will be left still hungry.

To the credit of the authors of each piece and the editor of the volume, the focus is on drawing broad lessons about innovation. The editor makes it clear that the purpose of the work is not to "derive a prescriptive framework for innovation" but rather to apply history to "guide readers" towards a broader understanding of the subject in question (5). Hence the lessons regarding the role of the individual and of institutional culture and practice in fostering innovation are applicable for those in any large institution, not just the navy or the armed forces in general.

The three case studies covering the Cold War are the strongest and most innovative of the collection. The work on Montague by Dr. Regina Akers focuses on the pioneering work of one woman and the barriers she faced while bringing to light a fascinating story most readers, including myself, would be unfamiliar with. Rather than examine one idea or solution to a specific problem, Dr. Ryan Peeks' case study analyzes policy and process innovation in the USN during the 1980s, highlighting the role of senior leadership in the process. Finally, Peter Luebke provides a welcome example of failed innovation in the Korean War, where commanders on a local level developed innovative practices for dealing with enemy air defences but the navy leadership rejected this innovation as a "poor use of resources" (104). These three case studies highlight little known aspects of American naval history and challenge the often-celebratory tone of the earlier Second World War case studies in the book.

Ultimately, as the case study of Raye Montgomery demonstrates, there are fascinating stories of innovation that have yet to be told. This edited collection

does a good job of highlighting these stories in an accessible manner for readers and in suggesting further avenues for those interested in the story.

Adam Coombs
Ottawa, Ontario

Macfarlane, Daniel. *The Lives of Lake Ontario: An Environmental History*
McGill-Queen's University Press, 2024

268 pp., maps, photographs

ISBN 9780228022237 (hardcover) CA\$34.95; 780228026549 (softcover)

CA\$29.95

The latest work by Daniel Macfarlane, *The Lives of Lake Ontario: An Environmental History*, is an engaging read no matter the reader's background or affinity for lakes. Positioned as "a transborder environmental and water history of the easternmost of the Great Lakes" (5), Macfarlane expertly uses the body of water as the nexus around which to tell a story of the relationship between the lake and the people, animals, and places that surround and inhabit it. That said, anyone with a place in their heart for a nearby or far-flung body of water, be it a river, lake, pond, or ocean should take interest in this work. There are applications and lessons beyond the Great Lakes region that should concern us all. This book should prove relatively easy to read and enjoyable for someone brand new to environmental studies or maritime history. Macfarlane has succeeded in marrying the academic and thought-provoking with the popular in his work.

Organized by subject, such as canals, cities, energy, and fisheries, the story of the lives of this Great Lake is not presented chronologically. On more than one occasion, I mused as to whether I might have preferred a chronological approach to the various subjects, but upon completing the book, found I preferred the subject-based approach. Organizing the book this way allowed me to appreciate the subject or ponder specific questions and considerations better than if all subjects had been discussed within a purely chronological approach. This approach is especially helpful for topics I was less familiar with – such as energy – demonstrating that Macfarlane has produced a work that a wide range of readers from different fields can engage with. That said, Macfarlane's order of said subjects is chronologically appropriate, beginning with glaciers and capping off with chapters dedicated to pollution and regulation – potent reminders as to the long-term effects of human activity.

Throughout the work Macfarlane includes Indigenous perspectives in a way that is respectful and authentic. The author also notes, as appropriate,