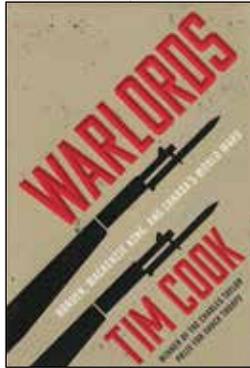


and historical fact. It is easy to read and absorbing, and it captures the essence of Borden's tortured political career up to the commencement of the First World War. Cook gives the operational context of the war swift coverage, focusing rather upon its impact at home, specifically, the social and financial implications. Borden's second visit to Britain in 1915 is especially well covered, capturing his drive to gain more autonomy for Canada. What comes out of the first part of the book is the strain and fatigue of the nation's political leaders as they struggled through the competing demands of fighting a global conflict, including nothing less than pressing trade and fiscal challenges, conscription, worries of insurrection, riots, the imposition of martial law, and the gaining for Canada of a place in the peace process and international landscape at the end of the war.



The book then moves on to William Lyon Mackenzie King in the same manner. The fast flowing text carries the reader through King's family background and early formative years, particularly his beginning in Ottawa as Deputy Minister of the Department of Labour, and his start in politics after eight years as a public servant. King's rise to the status of the nation's warlord is arguably so Canadian. He spent the First World War working for the greatest of the American 'robber baron' families – the Rockefellers; suffered two electoral defeats; had psychiatric problems, and yet, he became a perfect candidate for the Liberal leadership convention in 1919 after Laurier's death. After all, his electoral defeats and employment had spared him being tainted with any of the contentious issues surrounding conscription or liberal party infighting. As a result, he could not be tarred for any past sins of the party itself.

Cook does a wonderful job of describing King and his approach to becoming the champion of the right for Canada to act independently. He weaves in King's spiritualism and private life, which, although enlightening, is also somewhat disturbing, considering his stature and role in the nation. The author's description of the years leading up to the Second World War, and the *international* as well as *internal* tensions is also fast moving and very interesting as he summarizes complex events and issues with flare and clarity.

The author's skill at providing a clear image of the characters, from King to his trusted ministers who 'moved mountains' to mobilize Canada for the war effort, is commendable. He succinctly captures King's strengths and weaknesses, as well as his very astute political instincts. It is quite fascinating to see how an otherwise-uninspiring individual actually led a nation through the turbulent pre-war and war years. In fact, it is ironic that Canada's 'warlord' had never served in the military, and was incredibly awkward and nervous in front of troops, unable to rouse them with patriotic fervor or speech. However, this does explain his lack of focus upon troops overseas and his primary focus on domestic issues, particularly finances and conscription. In the end, the author ably explains how this contradiction of a leader – a man who was not inspirational, had no charisma, a plodding personality and was easy to dismiss - held power for 22 years and had a seminal impact upon the nation.

Overall, the narrative is fast moving, clever, and highly engaging. Historical fact, scholarly insight, and devilish personal foibles of the main characters combine to make the read highly interesting and entertaining. The book is well researched, and it contains a wealth of endnotes that provide sources and additional information, as well as an extensive bibliography. The author is clearly knowledgeable about the subject, and he has utilized seminal sources, both secondary and primary. The book also contains an accurate and detailed index, as well as 30 black-and-white photographs and political cartoons of the time. These assist with providing some visual cues to the narrative.

In the end, this is an exceptionally well-written book, and it is highly recommended for anyone interested in Canadian history and/or leadership through periods of complexity and conflict.

Colonel Bernd Horn, OMM, MSM, CD, PhD, is the Chief of Staff Strategic Education and Training Programs at the Canadian Defence Academy. He is also an Adjunct Professor of History at the Royal Military College of Canada and Norwich University.

Transforming NATO: New Allies, Mission, and Capabilities

by **Ivan Dinev Ivanov**

Toronto: Lexington Books, 2011

280 pages, \$70.95

ISBN: 978-0739137147

Reviewed by **Derek Spencer**

A staff officer in the Canadian Forces at age 40 today would have been sitting in Grade 8 Social Studies in 1984. It would have been a minor current event in that class to discuss the fact that

Spain had joined NATO two years earlier. The alliance that represented the institutionalization of the transatlantic coalition that won the Second World War had been relatively static for many years. If that officer joined the Canadian Armed Forces in 1992, the Alliance had still really not changed much: it continued to provide a categorical commitment to the collective security of its members. Now, if one fast-forwarded to the present, that officer could be forgiven for thinking that the NATO that fought over Kosovo in 1999 and remains in Afghanistan today is really just an out-of-date relic of the Cold War. Canada as the junior member of NATO's transatlantic wing, has not recently had European dramas in its face and many of its citizens have missed the

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substantial changes in the Alliance Canada helped shape 63 years ago.

NATO is a living, dynamic thing, and so its progress and direction is very hard to track without active effort and study. However, the reality is that NATO has dramatically changed in character and complexity since 1999 as the global security environment, European political and economic integration, and transatlantic relations have evolved. With respect to that evolution, references and resources devoted to understanding those changes may be plentiful in number, but they have various shortcomings. One option for an inquiring mind is to slowly and selectively find and read leading articles in learned publications. Another option is simply to read Ivan Ivanov's book, *Transforming NATO: New Allies, Missions, and Capabilities*.

Ivanov manages to accomplish three valuable and specific tasks with his book. First, it is a very current and relevant work, having been published in August 2011. Therefore, he would appear to be the first to publish a work of this academic rigour that comments upon the 2010 Strategic Concept. Second, he has cobbled together 63 years of reference literature, with focus upon the last 20 years, to provide a single descriptive voice dealing with the *nature* of NATO. This is somewhat unique in a field where books are often collections of single issue papers. In my opinion, decent sources in this regard are the *Bison Papers* from the University of Manitoba, and *NATO in Search of a Vision*, edited by Gulnur Aybet. However, while these works provide expert analysis of a number of aspects and issues, and they are well edited, they each nonetheless provide a fractured voice on their respective themes. Not so with Ivanov. His voice and perspective always ring clear, from start to finish.

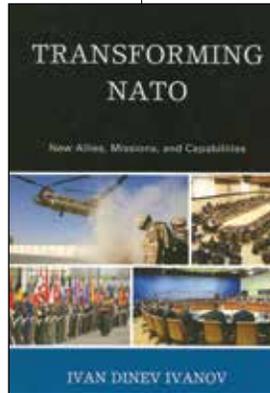
The greatest contribution Ivanov makes with this book is to provide a logical framework for understanding the modern NATO in the context of its new missions, allies, and capabilities. As he is the single unifying voice expressed herein, he can take the time to develop two linked concepts borrowed from Economics: 'Club Goods' and 'Complementaries.' Clearly, NATO fits well the description of a heterogeneous club, and therefore, much of its behaviour as an organization can be placed in context. His development of 'club goods theory' as a description of NATO may be somewhat generous, but it does nonetheless provide a view that the Alliance is a rational actor in an evolving global environment.

It is fascinating to view the rapid expansion of NATO from 16 nations to 28 nations through this lens. Previously, NATO had focused upon the Cold War and practical related issues, such as the number of Western combat-ready divisions available in Western Europe. Using Ivanov's framework, the addition of small states, such as Estonia and Croatia, make more sense because they broadened the Alliance membership, brought new capabilities, and supported new missions.

With the theoretical framework firmly established, Ivanov rigorously reviews NATO's alliance structure, its previous and current missions, and its present capabilities. This is not bedtime reading: it is a textbook where each page literally drips with facts and footnotes. The bibliography itemizes 20 pages of press releases, academic works, and policy documents. This is truly a 'one-stop shop' for acquiring an understanding of NATO in the modern era. It is slow to start, and an academic book, especially through the first two chapters covering Club Goods and Complementaries. Those without an Economics background may need to simply bypass those chapters to get on to the review of alliances, missions, and capabilities. However, the review of these latter elements is engaging and complete. Ivanov's expertise and knowledge allow him to lay bare NATO's complexity in a meaningful way.

It is recommended that those in the profession of arms should read this book. NATO is definitely not an optimal organization, and even an apologist like Ivanov makes this clear. Furthermore, NATO is 'not going away,' and Ivanov's framework provides evidence supporting this premise. NATO outlived its first and largest enemy, just as it has outlived many of its critics. Perhaps Robert Kaplan said it best: "NATO is not perfect but there is nothing better to replace it." The Government of Canada recently re-committed to the Alliance at the Chicago Summit in May 2012, and so the Canadian Armed Forces will remain as contributors to NATO. With that reality solidly reaffirmed, it is important to understand it and to use it to the benefit of our armed forces. Ivanov's book is a good foundation for that understanding.

Major Derek Spencer is an alumni of 1 Combat Engineer Regiment and the Mapping and Charting Establishment. He is presently employed as Chief CIED in the NATO Rapid Deployable Corps, Istanbul.



Little America: The War within the War for Afghanistan

by Rajiv Chandrasekaran

New York: Alfred A. Knopf, 2012

384 pages, \$33.00 (HC)

ISBN 978-0-307-95714-6

Reviewed by Jordan R. Fraser

Shortly after taking office in 2009, President Obama ordered an immediate surge of 21,000 troops into Afghanistan, and Rajiv Chandrasekaran followed them there.

After this immediate surge, Obama then proceeded to conduct an overall review of the Afghan mission. Having campaigned on Afghanistan being the 'right war,' his actions