

# barbara tuchman march of folly

Barbara Tuchman and the Insightful Exploration of the March of Folly

**barbara tuchman march of folly** is a phrase that instantly brings to mind one of the most thought-provoking works in historical literature. Barbara Tuchman, a celebrated historian and author, delved deep into the paradoxes of human decision-making in her seminal book, *\*The March of Folly: From Troy to Vietnam\**. This work examines how governments and leaders have repeatedly pursued policies that are counterproductive, irrational, or self-destructive, despite clear evidence and better alternatives. If you've ever wondered why nations sometimes seem to march blindly toward disaster, Tuchman's analysis offers compelling answers that remain relevant even today.

## Understanding the Core Concept of March of Folly

Barbara Tuchman's *\*March of Folly\** is not just a history book; it is a profound reflection on political folly and the failures of leadership. At its core, the term "march of folly" describes the phenomenon where governments deliberately pursue policies that work against their own interests. Tuchman's exploration spans centuries, highlighting how this pattern has repeated itself in various historical contexts.

## What Constitutes Political Folly?

Political folly, as Tuchman portrays, involves stubborn adherence to ideas or policies despite mounting evidence that they are causing harm or will inevitably fail. This folly is not born out of ignorance alone but often results from a complex mix of pride, ideology, misjudgment, or institutional pressures. The concept challenges the assumption that leaders always act rationally or in the best interest of their people.

## Historical Examples Highlighted in Barbara Tuchman March of Folly

One of the strengths of Tuchman's work lies in her masterful recounting of historical episodes where folly has played a central role. She draws from a wide range of cases, providing readers with vivid examples that underscore her thesis.

## The Trojan War: An Ancient Prelude to Folly

Beginning with the legendary Trojan War, Tuchman illustrates how a prolonged conflict, sparked by pride and stubbornness, led to needless destruction. Despite warnings and opportunities to seek peace, the leaders involved pressed on with a war that ultimately brought ruin to all parties. This ancient tale sets the stage for understanding how folly transcends time and culture.

# **The British Missteps in the American Revolution**

Tuchman also examines the British government's failure to recognize the legitimate grievances of the American colonies. Instead of adopting a conciliatory approach, Britain persisted with punitive measures that only fueled rebellion. This example showcases how a failure to adapt policies in the face of changing realities can exacerbate conflicts.

## **U.S. Involvement in the Vietnam War**

Perhaps the most contemporary and striking example in *March of Folly* is the United States' involvement in Vietnam. Tuchman meticulously dissects how multiple administrations continued to escalate a war that was clearly unwinnable, ignoring expert advice and public dissent. This analysis remains a powerful cautionary tale about the dangers of political hubris and groupthink.

## **Why Barbara Tuchman's March of Folly Still Matters Today**

The enduring appeal of *March of Folly* lies in its ability to shed light on the recurring mistakes of governance and policy-making. In a world where political decisions can have global repercussions, understanding the roots and consequences of folly is crucial.

## **Lessons for Modern Leaders and Citizens**

Today's leaders can learn from Tuchman's work by embracing flexibility, encouraging dissenting opinions, and rigorously evaluating evidence before committing to policies. For citizens, the book underscores the importance of vigilance and holding leaders accountable to prevent the repetition of historical blunders.

## **The Psychological and Institutional Roots of Folly**

Tuchman's analysis goes beyond simple criticism by exploring why folly happens in the first place. She identifies psychological factors such as cognitive bias and institutional inertia that prevent decision-makers from changing course even when it becomes obvious that their policies are failing. Recognizing these dynamics can help in designing better governance structures.

## **How to Approach Reading Barbara Tuchman March of Folly**

For readers interested in history, politics, or leadership, *March of Folly* offers an engaging and

insightful journey. However, approaching the book with an open mind and a readiness to reflect on complex issues enhances the experience.

## Tips for Getting the Most Out of the Book

- **Contextualize the historical examples:** Understanding the political and cultural contexts of each case enriches comprehension.
- **Reflect on contemporary parallels:** Consider how the lessons from the past might apply to current events and policies.
- **Engage with supplementary materials:** Reading critiques and analyses of *\*March of Folly\** can provide additional perspectives.
- **Discuss with others:** Conversations about the book's themes can deepen your understanding and reveal new insights.

## Why Barbara Tuchman's Writing Style Enhances the Message

Tuchman's clear and narrative-driven style makes complex historical and political concepts accessible. She weaves storytelling with scholarly research, creating a compelling read that feels as much like a novel as a history book. This approach helps readers connect emotionally with the material, making the lessons more impactful.

## The Broader Impact of March of Folly on Historical Scholarship

Since its publication, *\*March of Folly\** has influenced not only historians but also political scientists, policymakers, and the general public. Its insights have sparked debates about decision-making processes and the accountability of leaders.

## Inspiring Critical Thinking About Governance

Tuchman's work encourages a skeptical yet constructive approach to political narratives. By highlighting repeated mistakes, the book invites readers to question official explanations and to seek deeper understanding of government actions.

# **Influence on Policy Analysis and Education**

In academic and policy circles, *\*March of Folly\** is often cited as a foundational text that underscores the importance of learning from history. It serves as a reminder that good intentions do not guarantee good outcomes and that vigilance is necessary to avoid costly errors.

Barbara Tuchman's *\*March of Folly\** remains a timeless exploration of human folly in governance, illuminating why nations sometimes march toward disaster despite better knowledge and alternatives. Its lessons continue to resonate, urging us all to think critically about leadership, policy, and the path societies choose to follow.

## **Frequently Asked Questions**

### **What is the main theme of Barbara Tuchman's 'The March of Folly'?**

The main theme of Barbara Tuchman's 'The March of Folly' is the examination of governments pursuing policies that are counterproductive and self-destructive despite having evidence that these policies will fail.

### **Which historical events does Barbara Tuchman analyze in 'The March of Folly'?**

In 'The March of Folly', Barbara Tuchman analyzes several historical events including the Trojan War, the reign of King Henry VIII, the American War of Independence, and the Vietnam War to illustrate the concept of folly in government decisions.

### **Why is 'The March of Folly' considered an important work in historical literature?**

'The March of Folly' is considered important because it offers a critical perspective on political decision-making, highlighting patterns of irrationality and self-destructive behavior in governments throughout history, which provides valuable lessons for contemporary policy-making.

### **How does Barbara Tuchman define 'folly' in her book 'The March of Folly'?**

Barbara Tuchman defines 'folly' as a policy or course of action pursued by those in power despite clear evidence that it is counterproductive, harmful, or doomed to fail, often due to ignorance, self-interest, or institutional constraints.

### **What lessons can modern leaders learn from 'The March of**

# Folly' by Barbara Tuchman?

Modern leaders can learn the importance of critical thinking, openness to dissenting opinions, and the dangers of ignoring evidence or expert advice in policy-making to avoid repeating historical mistakes characterized by folly.

## Additional Resources

Barbara Tuchman's *March of Folly: A Critical Examination of Historical Misjudgments*

**barbara tuchman march of folly** stands as a seminal work in historical literature, shining a discerning light on the persistent phenomenon of governments pursuing policies contrary to their own interests. First published in 1984, "The March of Folly: From Troy to Vietnam" offers a compelling exploration into the paradox of political folly—where leaders, despite access to sound advice and clear evidence, opt for disastrous courses of action. This work remains a vital reference for historians, political scientists, and anyone interested in understanding how folly shapes the fate of nations.

## Understanding "The March of Folly": Context and Scope

Barbara Tuchman, an esteemed historian and Pulitzer Prize winner, crafted "The March of Folly" as an investigative narrative that transcends mere recounting of historical events. Rather than focusing solely on chronological history, Tuchman probes the decision-making processes behind some of the most catastrophic policy failures in history. The book's central thesis revolves around the idea that folly is not merely a series of accidental missteps but often a deliberate, sustained path chosen by governments despite better alternatives.

Tuchman selects four major historical case studies to illustrate this phenomenon:

- The Trojans' decision to bring the wooden horse within their city walls.
- The failure of the British government to prevent the American Revolution despite warnings.
- The British government's insistence on continuing the policy of appeasement towards Nazi Germany.
- The United States' prolonged engagement in the Vietnam War.

These examples span centuries and cultures, underscoring the universality and timelessness of political folly.

# Historical Case Studies Explored

Each chapter of Tuchman's work delves deeply into the selected events, analyzing the motivations, ideologies, and cognitive biases that led to these policy blunders.

- **The Trojan Horse:** Tuchman revisits the legendary fall of Troy, interpreting it as a cautionary tale about misplaced trust and hubris. The Trojans' acceptance of the wooden horse, despite clear warnings, symbolizes the dangers of ignoring critical counsel.
- **The American Revolution:** The British government's inability to reconcile with its American colonies is portrayed as a failure to adapt policies in the face of mounting evidence that repression would only lead to rebellion.
- **Appeasement of Nazi Germany:** Perhaps the most scrutinized, this chapter explores how British leaders, motivated by the traumatic memory of World War I and a desire to avoid conflict, pursued a policy that emboldened Hitler's aggression.
- **The Vietnam War:** The most contemporary example in the book, illustrating how the U.S. government disregarded expert advice and public opinion, leading to a prolonged and costly conflict.

## Thematic Analysis: Why Do Governments March into Folly?

One of the strengths of Barbara Tuchman's analysis lies in her nuanced exploration of the psychological, political, and social dynamics that perpetuate folly. She identifies several recurring themes that contribute to these misguided policies.

### Overconfidence and Ideology

Governments often operate under the assumption that their chosen path is inherently correct, bolstered by ideological commitments. This overconfidence blinds leaders to contradictory evidence and alternative approaches. For example, British appeasement was rooted in a pacifist ideology and a belief in diplomacy, which prevented timely military preparation.

### Groupthink and Isolation

Tuchman highlights how insular decision-making circles foster groupthink, where dissenting voices are marginalized. This phenomenon was evident in the U.S. administration during Vietnam, where advisors and policymakers echoed each other's optimism despite mounting evidence of failure.

## **Ignoring Expert Advice**

A striking feature in these historical cases is the consistent disregard for expert warnings. Whether it was military commanders cautioning against certain strategies or diplomats urging negotiation, political leaders often sidelined professional counsel to pursue politically motivated or ideological goals.

## **Short-term Political Gains vs. Long-term Consequences**

Political expediency frequently drives governments to prioritize immediate gains or public approval over sustainable policies. This shortsightedness contributes to the persistence of folly, as seen in Britain's reluctance to confront Hitler early on, partly to maintain public calm.

## **Barbara Tuchman's Writing Style and Methodology**

Tuchman's narrative approach combines rigorous scholarship with accessible prose, making complex historical analysis engaging for a broad audience. Her method involves meticulous research, drawing on primary sources, official documents, and contemporary accounts, which enhances the credibility of her interpretations.

Unlike dry academic treatises, "The March of Folly" reads almost like a suspenseful story, which is one reason it has appealed to both scholars and casual readers. Her ability to humanize historical figures, portraying their psychological struggles and limitations, invites readers to reflect on the nature of leadership and decision-making.

## **Strengths and Limitations**

The book's major strength lies in its interdisciplinary approach, blending history, psychology, and political science. It encourages critical thinking about governance and the pitfalls of power. However, some critics argue that Tuchman's focus on folly risks oversimplifying complex events by attributing failures primarily to irrationality, potentially neglecting structural or economic factors.

Moreover, the selection of case studies, while diverse, may not represent the full spectrum of political decision-making, leaving open questions about the prevalence and forms of folly in different contexts.

## **The Legacy and Relevance of "March of Folly" in Contemporary Politics**

More than three decades after its publication, Barbara Tuchman's "March of Folly" continues to resonate in discussions about political leadership and foreign policy. Its insights have been applied

to analyze modern conflicts and policy failures, including interventions in the Middle East and responses to global crises.

The book serves as a cautionary tale for policymakers, scholars, and citizens alike, emphasizing the importance of critical scrutiny, openness to dissenting opinions, and the dangers of ideological rigidity. In an era marked by complex geopolitical challenges, understanding the mechanisms behind folly is crucial for preventing history from repeating itself.

## Impact on Historical Scholarship and Public Discourse

The concept of political folly introduced by Tuchman has inspired further academic inquiry into decision-making processes. It has been cited extensively in works on leadership, cognitive bias, and international relations theory. By framing folly as a systematic issue rather than isolated errors, the book has broadened the scope of historical analysis.

Additionally, "The March of Folly" has influenced public discourse by highlighting how governments can persist in harmful policies despite widespread opposition or contrary evidence. This has fostered greater skepticism and demand for accountability in democratic societies.

## Integrating Barbara Tuchman's Insights into Modern Governance

For contemporary readers and policymakers, the lessons embedded in Barbara Tuchman's analysis offer practical guidance:

- **Encourage diverse perspectives:** Avoid insular decision-making by incorporating a wide range of expert opinions.
- **Prioritize evidence over ideology:** Maintain flexibility to adapt policies based on new information.
- **Recognize cognitive biases:** Be vigilant against overconfidence and groupthink tendencies.
- **Balance short-term and long-term goals:** Consider the broader implications of political decisions.

These principles can help mitigate the risks of folly and promote more prudent governance.

Barbara Tuchman's "The March of Folly" remains a profound investigation into the paradoxes of political leadership. Its enduring relevance lies in its ability to expose the human weaknesses that shape history's most consequential errors, inviting ongoing reflection and vigilance in the realm of public policy.

## **Barbara Tuchman March Of Folly**

**barbara tuchman march of folly:** *The March of Folly* Barbara W. Tuchman, 2011-07-20 Pulitzer Prize-winning historian Barbara W. Tuchman, author of the World War I masterpiece *The Guns of August*, grapples with her boldest subject: the pervasive presence, through the ages, of failure, mismanagement, and delusion in government. Drawing on a comprehensive array of examples, from Montezuma's senseless surrender of his empire in 1520 to Japan's attack on Pearl Harbor, Barbara W. Tuchman defines folly as the pursuit by government of policies contrary to their own interests, despite the availability of feasible alternatives. In brilliant detail, Tuchman illuminates four decisive turning points in history that illustrate the very heights of folly: the Trojan War, the breakup of the Holy See provoked by the Renaissance popes, the loss of the American colonies by Britain's George III, and the United States' own persistent mistakes in Vietnam. Throughout *The March of Folly*, Tuchman's incomparable talent for animating the people, places, and events of history is on spectacular display. Praise for *The March of Folly* "A glittering narrative . . . a moral [book] on the crimes and follies of governments and the misfortunes the governed suffer in consequence."—*The New York Times Book Review* "An admirable survey . . . I haven't read a more relevant book in years."—John Kenneth Galbraith, *The Boston Sunday Globe* "A superb chronicle . . . a masterly examination."—*Chicago Sun-Times*

**barbara tuchman march of folly:** *The March of Folly* Barbara Wertheim Tuchman, 1984-01-01 Examines the irrationalities of governments through analysis of four crises of history--the fall of Troy, the Renaissance popes' provocation of the Protestant Reformation, Britain's loss of the American colonies, and America's involvement in Vietnam

**barbara tuchman march of folly:** *New York Magazine* , 1984-03-12 New York magazine was born in 1968 after a run as an insert of the New York Herald Tribune and quickly made a place for itself as the trusted resource for readers across the country. With award-winning writing and photography covering everything from politics and food to theater and fashion, the magazine's consistent mission has been to reflect back to its audience the energy and excitement of the city itself, while celebrating New York as both a place and an idea.

**barbara tuchman march of folly:** *The Principal's Edge* John R. McCall, 1994 First Published in 1994. Routledge is an imprint of Taylor & Francis, an informa company.

**barbara tuchman march of folly:** *The march of folly - from Troy to Vietnam* Barbara W. Tuchman, 1980

**barbara tuchman march of folly:** *Folly and Fortune in Early British History* K. Henshall, 2008-10-24 Focusing on pivotal points in Early British History, this book examines the role of folly and fortune in major events in Britain from Caesar's expeditions to the Norman Conquest. By examining the foolishness in a bygone age, Henshall draws attention to how human behaviour - with all its erraticisms - has helped shape history.

**barbara tuchman march of folly:** *The Alphabet Versus the Goddess* Leonard Shlain, 1999-09-01 This groundbreaking book proposes that the rise of alphabetic literacy reconfigured the human brain and brought about profound changes in history, religion, and gender relations. Making remarkable connections across brain function, myth, and anthropology, Dr. Shlain shows why pre-literate cultures were principally informed by holistic, right-brain modes that venerated the Goddess, images, and feminine values. Writing drove cultures toward linear left-brain thinking and this shift upset the balance between men and women, initiating the decline of the feminine and ushering in patriarchal rule. Examining the cultures of the Israelites, Greeks, Christians, and Muslims, Shlain reinterprets ancient myths and parables in light of his theory. Provocative and inspiring, this book is a paradigm-shattering work that will transform your view of history and the mind.

**barbara tuchman march of folly:** *Summary of Barbara W. Tuchman's The March of Folly* Everest Media,, 2022-03-24T22:59:00Z Please note: This is a companion version & not the original

book. Sample Book Insights: #1 The pursuit by governments of policies that are contrary to their own interests is a phenomenon that has occurred throughout history. Man makes a poorer performance of government than any other human activity. #2 Government can be conducted for four types of reasons: tyranny, excessive ambition, incompetence, and perversity. Perversity is when a policy is pursued that is contrary to the self-interest of the state. #3 The French Revolution, great example of populist government, reverted quickly to autocracy once it acquired an able administrator. The revolutionary regimes of Jacobins and Directorate could manage their own followers enough to keep order, but they could not collect taxes or install a competent administration. #4 The classic case of wooden-headedness was Plan 17, the French war plan of 1914, which concentrated on a French advance to the Rhine. The assumption was that the Germans could not deploy enough manpower to extend their invasion around through western Belgium and the French coastal provinces.

**barbara tuchman march of folly:** The march of folly Barbara W. Tuchman, 2007

**barbara tuchman march of folly:** The Principal's Edge Jack Mc Call, 2014-01-09 Filled with wisdom and inspiration to help you become a better school leader, this book shows you how to transform your school into a Learning Organization. It clarifies and expands the first nine domains of knowledge and skills recommended by the National Policy Board.

**barbara tuchman march of folly:** The Succession Principle David L. McKenna, 2014-12-23 Succession is the hot topic in leadership development, but the subject has rarely been addressed in Christian literature. As a college, university, and seminary president who experienced three successions in leadership, David McKenna is eminently qualified to speak on the subject. He begins by introducing us to the Succession Principle: What we bring to leadership is important. What we do in leadership is more important. What we leave from our leadership is most important of all. Once our priority shifts from success to succession, the door is open to read John 17 as the Prayer of Succession for Jesus. In this final report, Jesus transfers to his disciples and to us the same enduring trust, transforming truth, and unifying love that he has received for leadership from his Father. With these legacies come specific gifts of succession to complete our task, develop disciples, advance the kingdom, and see the fulfillment of Christ's promise, Greater things than these shall you do. Succession in the spirit of Christ, then, is written not in terms of success, but in the seamless transition of sustainable gifts culminating in the gift of greater things.

**barbara tuchman march of folly:** The Modern Nutritional Diseases Fred Ottoboni, M. Alice Ottoboni, 2002

**barbara tuchman march of folly:** The Oxford Handbook of Modern Diplomacy Andrew Fenton Cooper, Jorge Heine, Ramesh Thakur, 2013-03-28 Including chapters from some of the leading experts in the field this Handbook provides a full overview of the nature and challenges of modern diplomacy and includes a tour d'horizon of the key ways in which the theory and practice of modern diplomacy are evolving in the 21st Century.

**barbara tuchman march of folly:** Latham Diaries Mark Latham, 2011-04-01 Here are the political diaries of one of Australia's most promising national leaders—published within twelve months of his resignation from office—an historic first. The Latham Diaries are searingly honest bulletins from the front line of Labor politics. They provide a unique view into the life of a man, the Party and the nation at a crucial time in Australian history. Mark Latham resigned from parliament in January 2005, after only fourteen months as Leader of the Opposition, amid bitter post-election recrimination and his own ill health. From the beginning of his career he was viewed by many observers as the ALP's resident intellectual and larrikin, the great hope of a new generation with the drive and talent to become prime minister. So why did his career end so abruptly? As The Latham Diaries reveal, the rising tide of public cynicism about politics, the cult of celebrity, the dangerous liaison between politics and the media, and the sickness at the heart of the Labor machine all played their part. As did Latham's own errors, as he candidly records in these diaries. This is a riveting chronicle of life inside politics: the backroom deals, the frontroom conniving, the bitter defeat of idealism and the triumph of opportunism. The Latham Diaries is not just the story of the Labor Party

in the last years of the twentieth century and the early twenty-first century, but a sobering account of the state of Australian democracy 100 years after Federation.

**barbara tuchman march of folly: Countering Suicide Terrorism** , 2001-01-01 Many nations have been forced to contend with the phenomenon of suicide terrorism on almost a daily basis. Such diverse countries as Turkey, Sri Lanka, Israel, and the United States have all been targeted by terrorists who effectively used suicide terrorism against densely populated civilian and military targets. In this volume, academic experts and counter-terrorism professionals compare ways and means of countering the threat of suicide terrorism. Suicide terrorism constitutes an additional stage in the escalation of terrorist activity. In his ability to implement the attack at precisely the time and place where it will cause the maximum number of casualties and greatest damage, the suicide bomber is virtually guaranteed success. Even the least deadly of such attacks succeeds in striking a devastating blow to public morale. Suicide terrorism is all the more threatening because of the difficulties in confronting it, the large number of casualties, and the religious or ideological zeal it inspires. It is a phenomenon that often, though not always, goes hand in hand with religious extremism, which distorts religion in the service of political aims. In order to find ways of combating the phenomenon of suicide terrorism, the International Policy Institute for Counter-Terrorism held an international conference on the subject in February 2000 at the Interdisciplinary Center, Herzliya. The conference brought together academic experts and counter-terrorism professionals from all over the world in a multi-disciplinary venue. Lecturers included experts from Israel, the Palestinian Authority, Turkey, Sri Lanka, the United Kingdom, and the United States. The conclusion reached was that the phenomenon of religious and nationalist suicide terrorism is likely to become all the more acute in the coming years.

**barbara tuchman march of folly: The Optimist's Telescope** Bina Venkataraman, 2020-08-25 Named a Best Book of 2019 by NPR "How might we mitigate losses caused by shortsightedness? Bina Venkataraman, a former climate adviser to the Obama administration, brings a storyteller's eye to this question. . . . She is also deeply informed about the relevant science." —The New York Times Book Review A trailblazing exploration of how we can plan better for the future: our own, our families', and our society's. Instant gratification is the norm today—in our lives, our culture, our economy, and our politics. Many of us have forgotten (if we ever learned) how to make smart decisions for the long run. Whether it comes to our finances, our health, our communities, or our planet, it's easy to avoid thinking ahead. The consequences of this immediacy are stark: Deadly outbreaks spread because leaders failed to act on early warning signs. Companies that fail to invest stagnate and fall behind. Hurricanes and wildfires turn deadly for communities that could have taken more precaution. Today more than ever, all of us need to know how we can make better long-term decisions in our lives, businesses, and society. Bina Venkataraman sees the way forward. A journalist and former adviser in the Obama White House, she helped communities and businesses prepare for climate change, and she learned firsthand why people don't think ahead—and what can be done to change that. In *The Optimist's Telescope*, she draws from stories she has reported around the world and new research in biology, psychology, and economics to explain how we can make decisions that benefit us over time. With examples from ancient Pompeii to modern-day Fukushima, she dispels the myth that human nature is impossibly reckless and highlights the surprising practices each of us can adopt in our own lives—and the ones we must fight for as a society. The result is a book brimming with the ideas and insights all of us need in order to forge a better future.

**barbara tuchman march of folly: Understanding Global Crises** Thomas Sadler, 2022-12-26 *Understanding Global Crises* is an innovative and interdisciplinary text that investigates the key contemporary economic, social, and environmental crises and demonstrates their deep interconnection. Contributing to the discussion of large-scale crises, this book provides a conceptual framework to understand the current global landscape. Essential cascading crises topics, such as economic collapse, climate change, racial injustice, domestic violence, and epistemic oppression, are explored in order to equip readers with the clarity to understand global crises, assess policy interventions, and analyze social responses. To achieve future resilience, the book shows that society

must recognize various forms of inequality and make policy changes. Each chapter showcases an international case study, covering real-life examples of topics such as climate disinformation, vaccine distribution disparities, environmental racism, and socioeconomic deprivation. Other features of the book include key terms, suggested further reading, and discussion questions, as well as online supplements comprising PowerPoint slides and an instructor's guide. Understanding Global Crises will be a valuable text to support courses in economics, environmental studies, political science, public health, and social policy.

**barbara tuchman march of folly: Prisoners of Their Premises** George C. Edwards III, 2022-11-11 A timely look at the real costs of leaders not examining their assumptions. Why do accomplished and stable leaders frequently make calamitous decisions with devastating consequences for their countries—and other nations? We debate debacles such as the American involvement in Vietnam, seeking to understand why leaders pursued disastrous policies. In *Prisoners of Their Premises*, George C. Edwards III argues that the failure of leaders to examine their premises—the assumptions they make about the world and situation they are dealing with—cause them to ignore real problems or pursue policies that, in costly ways, deal with problems that are different than they think or simply don't exist. Edwards looks at the role of premises in identifying (or ignoring) a problem in a series of case studies that range from strategic decisions in World War I and the Korean War to the wars in Vietnam and Iraq. Too often, unexamined premises color initial decisions to pursue a policy and shape the strategies leaders employ to achieve their goals, with grave consequences for their countries, organizations, and potentially the world. Timely and important, *Prisoners of Their Premises* demonstrates the real costs leaders incur by failing to question their assumptions.

**barbara tuchman march of folly: The Unfinished Revolution** John Abbott, Terry Ryan, 2001 If you believe it is possible for communities, schools, parents, and businesses to come together around helping all children become lifelong learners, then read this book. In *The Unfinished Revolution*, authors John Abbott and Terry Ryan argue that the so-called crisis in education is really a crisis in childhood and that the unit of change is not the school but rather the larger community. Drawing on their experiences of working with schools, community leaders, researchers, parents, and business leaders in the United States, the United Kingdom, and Canada, the authors show how current models of education--based on ideas about learning from the industrial age--cannot by themselves bring out the full potential of all children. They maintain that the schools we have inherited from the industrial age are structured to develop a mass of students who, at best, are equipped with basic skills and the ability to follow orders--but only a small cadre of creative, lifelong learners. To create learning environments that help all children take control of their own learning, the authors propose a constructivist and apprentice-based approach that takes full account of our current understanding about how humans actually learn. They urge going with the grain of the brain as a way of breaking down today's highly partitioned system of education. Abbott and Ryan make the case that communities have the power to help education blend into a seamless web, in which learning opportunities permeate the entire culture. This form of dynamic learning will not be seen as a system, but rather as a way of life. Learning will be something that we all recognize, encourage, and actively support through formal education, community participation, and the power of the connected world of information communication and technology. A utopian vision? No. The authors describe societies undergoing a revolution in thinking and working that, despite disruptions, offers ways to cope with ongoing social, political, and economic changes. This revolution is unfinished as long as education systems lag behind these larger transformations. In this book, the authors address that lag by charting a course across disciplines to connect learning to what happens outside the classroom, ultimately producing lifelong learners who can take full advantage of today's increasingly open and dynamic societies.

**barbara tuchman march of folly: Supervision, Management, and Leadership** John E. Tropman, 2020 Tropman synthesizes a broad range of classical organizational theory, contemporary research, and management experience to provide readers of *Management and Leadership in Community*

Benefit Organizations' an overview of the structure, culture, and function of organizations ; the relationship between leadership and management in organizations ; and the unique experience of manager / leaders who serve in the community-benefit sector. Drawing on the literature of high-performing organizations, Tropman leads readers through phases of leadership / management ; explores efficient and effective leadership and management at each level ; and offers a clear approach to developing competence regardless of position in the organization. He concludes with a thought-provoking section on helping organizations and managers / leaders maintain their edge and to adroitly navigate transition and change. Management, leadership, organization, community benefit organization, competence, non-profit, governance, high-performing organizations, high-quality decisions, change management.--Provided by publisher.

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