

**HISTORICAL LEADERSHIP PROJECT**

**COMPLETED ANNOTATIONS**

Submitted to

Dr. Allan English, KMG Associates

by

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Barry, Arthur Leo. *Batman to Brigadier*. Newcastle, N.B., n.p., 1965.

**Branch and Period of Service:**

132<sup>nd</sup> Battalion (Canada) & 26<sup>th</sup> Battalion (France), early-1915 to early-1919.

**Rank:** Captain (Canada & England) & Lieutenant (France).

**Available at:**

R.M.C.	(Massey Library)
Queen's University	Not Held in Collection
University of Toronto	(Robarts Library)

**Document Type:** Memoir.

**Annotation:**

Published some 50 years after the Armistice using notes kept during the war, Barry's memoirs provide an interesting glimpse into the life of an infantry officer; his prewar recollections of his involvement with various cadet corps in addition to his postwar reflections while serving as part of the occupying force in Germany are also included. Owing to his position as the Honorary Colonel of the North Shore Regiment, this work contains few criticisms of any sort and, for the most part, focuses on his personal adventures or the congenial relationships that he maintained with other Battalion officers and Other Ranks. His profound pride in both his Regiment and in his nation's military accomplishments is quite apparent and appears consistently. In terms of leadership, Barry depicts the actions of certain officers under battle conditions and describes the character of the two Lieutenant-Colonels that he served under in the 26<sup>th</sup> Battalion. Through his position as a field officer, many of his recollections demonstrate how he handled the responsibility of command in a variety of situations; the leadership qualities that he displayed are thereby alluded to.

C.L.M.

Black, Ernest Garside. *I Want One Volunteer*. Toronto:  
The Ryerson Press, 1965.

**Branch and Period of Service:** Canadian Field Artillery, 1916 to 1918.

**Rank:** Gunner, Bombardier, Corporal & Sergeant.

**Available At:**

R.M.C.	(Massey Library)
Queen's University	(Stauffer Library)
University of Toronto	(Fisher Rare Books Library)

**Document Type:** Memoir.

**Annotation:**

Black's work is a light-hearted and humorous account of his time spent on the Western Front. Aside from describing the role of the artillery, Black also renders a very interesting and complete picture of the daily life of a gunner during the First World War. Because his book is organized thematically rather than chronologically, the placing of certain events within their correct timeframe proves difficult. Being written nearly 50 years after the Armistice, the historical accuracy of Black's stories, some of which he admits are hearsay, must be questioned. Despite these difficulties, however, Black demonstrates how particular styles of leadership influenced morale and earned for certain officers the respect and admiration of their subordinates. As such, this work allows for some of the qualities that soldiers valued in their leaders to be elucidated. Black also records how discontented individuals exacted revenge on particular officers in order to satisfy their sense of justice and to right a perceived wrong. Although a valuable source on the whole, some of the evidence gleaned from its pages, which Black acknowledges has been partially influenced by later historical accounts, must be used with caution.

C.L.M.

Rogers, Peter G., ed. *Gunner Ferguson's Diary*.  
Hantsport: Lancelot Press, 1985.

**Branch of Service:** 1<sup>st</sup> Canadian Siege Battery.

**Period Covered by Diary:** November 1915 to June 1918.

**Rank:** Gunner.

**Available At:**

R.M.C.	(Massey Library)
Queen's University	(Stauffer Library)
University of Toronto	(Robarts Library)

**Document Type:** Diary (Dated Entries)

**Annotation:**

Like other documents of this type, the diary of Frank Byron Ferguson offers a detailed description of his experiences while training in England and serving in France. Although an interesting and at times comical account, his work must be read with caution. For the most part, Ferguson's impressions of his officers are very critical and, in some instances, seem quite unfair. Since his dislike for certain individuals probably stemmed from personal animosity, his comments cannot be taken as an accurate or unbiased assessment of an officer's abilities. On occasion, however, positive observations and experiences shine through the sarcasm that ultimately make some of his dissenting comments seem exaggerated. Such recollections reveal the congenial, if somewhat limited, relationships that certain officers carried on with some of the men under their charge; the qualities that made leaders popular or unpopular with their men are thus referenced. Owing to Ferguson's attitude toward authority and discipline, his work does provide some insight into contemporary leadership practices and military culture.

C.L.M.

Keene, Louis. *“Crumps” ~ The Plain Story of a Canadian Who Went.*  
New York: Houghton Mifflin Company, 1917.

**Branch of Service:**

First Automobile Machine Gun Brigade (CEF)  
Motor Machine Gun Service, Royal Field Artillery (British Army)

**Period of Service:** 1914 to late-1915.

**Rank:**

Private (CEF)  
2<sup>nd</sup> Lieutenant & Lieutenant (British Army)

**Available At:**

RMC	(Massey Library)
Queen’s University	(Stauffer Library)
University of Toronto	(Robarts Library)

**Document Type:** Diary (Undated Entries)

**Annotation:**

This short book is a chronological and fast-moving narrative in which Keene mixes postwar reflection with excerpts from his personal diary. Because each journal entry is undated, attempting to accurately place many of his later experiences within a proper timeframe is difficult. At the outset, Keene expends considerable effort in describing the manner in which Montréal responded to the outbreak of war, his transatlantic voyage and his life on Salisbury Plain; the balance of the work is consumed by his experiences as an officer in the British Army. Being published during the war, this work assumes a propagandistic and self-congratulatory tone in which pro-British and anti-German sentiment is very obvious throughout. In terms of leadership, Keene comments on the strong relationships that existed between some officers and Other Ranks and even goes so far as to explain why he acted as he did while in a position of authority. His impressions of early CEF officers, especially those whom did not punish their men for infractions of military regulations, prove quite interesting as well. His short period of service with the CEF and the brevity of each entry limits the opportunity to study leadership within a Canadian context.

C.L.M.

Lapointe, Arthur J. R.C. Fetherstonhaugh, Tr. *Soldier of Québec (1916-1919)*. Montréal: Editions Edouard Garand, 1931.

**Branch of Service:** Signal Section, 189<sup>th</sup> Battalion (Canada) & 22<sup>nd</sup> Battalion (France).

**Period Covered by Diary:** September 1916 to February 1919.

**Rank:** Signaler & Lieutenant.

**Available At:**

R.M.C.	(Massey Library)
Queen's University	(Stauffer Library)
University of Toronto	(Robarts Library)

**Document Type:** Dated Diary.

**Annotation:**

Arthur Lapointe's diary is an honest and articulate account of his experiences as a signaler in a frontline infantry battalion. His sporadic entries not only relate his very private thoughts, but also reveal his strong commitment to his faith. Although exploring human emotion to a greater extent than other contemporary authors, Lapointe's deep and perhaps exaggerated sense of duty may have limited his desire to be critical of army life in general and of his superiors in particular. Being concerned primarily with his personal feelings and adventures, comments pertaining to leadership are few, yet those that are present prove invaluable. Aside from demonstrating how individuals in positions of authority either maintained or degraded discipline within the battalion, Lapointe also indicates how officers gained or lost the respect of their charges. While serving as an officer himself – Lapointe received his commission in early-October 1918 but never assumed command responsibilities at the front – his actions and thoughts illustrate certain facets of the military culture to which he now belonged.

C.L.M.

*True Canadian War Stories*. Jane Dewar, Ed. Toronto: Lester & Orpen  
Dennys Limited, 1986.

**Available At:**

R.M.C.	(Massey Library)
Queen's University	(Stauffer Library)
University of Toronto	(Robarts Library)

**Document Type:** Short Story Collection, Various Authors.

This work also includes material on the Second World War and the Korean conflict.

**Annotations (for the First World War only):**

Gordon L. McIntosh, "Dear Dad," pp. 3-9.

This selection reproduces a number of letters written by an infantryman who later applied for and received a commission in the Royal Flying Corps. On the whole, his correspondence is of little value to the study of leadership, although he does mention how his fellow soldiers perceived some of their political and military leaders, especially Sir Sam Hughes, Canada's Minister of Militia and Defence until November 1916.

James Frances, "An Incident," pp. 9-13.

This short story relates the military experiences of an ultra-religious individual whom some of his comrades believed to be mentally unstable. Of particular interest is the attempt by a senior N.C.O. and an officer to protect this man from harm at the front. This work also alludes to the personal qualities that officers seem to have desired in their subordinates.

Will R. Bird, "Eyes! Eyes! Eyes!," pp. 13-20.

Concerned primarily with the stressful events that transpired while two men were stationed at a listening post, this work illustrates how one soldier took charge of the situation in order to prevent being found by the enemy and to calm his frightened comrade.

Gregory Clark, "Business is Business," pp. 20-25.

This story demonstrates how one officer allowed four of his most exceptional men to independently plan and execute an assigned task as they saw fit. The reluctance of the officer to become involved or to interfere in this instance provides a fitting example of a hands-off or *laissez-faire* approach to leadership.

Will R. Bird, "What Price Liberty," pp. 25-50.

Although describing the arduous and sometimes futile attempts by Canadian prisoners-of-war to escape detention in Germany, this work offers little for the study of leadership. However, reference is made to an event in which a Corporal volunteered for a dangerous task because he possessed certain skills that were required for its completion.

James Warner Bellah, "Passed with Flying Colours," pp.51-53.

This brief yet invaluable anecdote alludes to the type of personality and characteristics that earned officers the respect and admiration of their colleagues.

D.E. Macintyre, "Royalty Never Forgets," pp. 53-55.

This comical story is of little or no value to the study of leadership. Better examples of an officer's commitment to his duty can be found throughout the relevant literature.

Will R. Bird, "Marked Men," pp. 56-60.

Aside from describing the celebrations in Mons on 11 November 1918, this story demonstrates the anger felt toward certain officers who were perceived by their men to have wasted lives needlessly.

George Frederick Scott, "A Padre at the Front," pp. 60-65.

These dated diary entries illustrate some of the personal qualities and activities that endeared Canon Scott to many soldiers within the Canadian Corps.

C.L.M.



Macfie, John. *Letters Home*. Meaford: Oliver Graphics Incorporated, 1990.

**Branch of Service and Period Covered by Letters:**

Roy Macfie ~ Transport Section, 1<sup>st</sup> Battalion (France), 1914 to 1918.

Arthur Macfie ~ 162<sup>nd</sup> Battalion (Canada) and 1<sup>st</sup> Battalion (France), 1916 to 1918.

John Macfie ~ 162<sup>nd</sup> Battalion (Canada) and 1<sup>st</sup> Battalion (France), 1916 to 1917.

**Rank:**

Roy Macfie ~ Private, Lance-Corporal & Corporal.

Arthur Macfie ~ Private.

John Macfie ~ Private.

**Available At:**

R.M.C. (Massey Library)

Queen's University (Not Held in Collection)

University of Toronto (Robarts Library)

*Note:* The *National Archives of Canada* in Ottawa now holds the original letters.

**Document Type:** Letters.

**Annotation:**

Within this work, the correspondence of three brothers to various members of their family is faithfully reproduced. As such, their letters tend to focus on personal issues and clearly reflect their concern for the prosperity of their farm and the wellbeing of both their parents and siblings. Because the collection spans the entire First World War, a fascinating picture emerges of life on and behind the front. Although this source contains few documents relevant to the study of leadership, those that prove germane are particularly interesting. On the whole, most passages reveal how individuals perceived their officers, and through such comments, which usually appear in a correspondent's initial letters, the qualities and attributes that they valued in their leaders can be ascertained. Scattered throughout are first-hand accounts and editorial notes concerning the tension that resulted when individuals with no line experience, but superior in rank, gave orders to men whom had already served in France.

C.L.M.

*Canada at War*. Michael Benedict, Ed.  
Toronto: Penguin Books Canada Limited, 1998.

**Available At:**

R.M.C.	Not Held in Collection
Queen's University	Not Held in Collection
University of Toronto	Robarts Library

**Document Type:** Short Story Collection, Various Authors.

This work also includes material on the Second World War, the Korean conflict and Canadian activities in Cyprus, Iraq, Somalia and Yugoslavia.

**Annotations (for the First World War only):**

Private George Eustace Pearson, "The Canadians in Hospital, May 1916," pp. 3-11.  
Aside from the common complaints regarding military bureaucracy, this work offers very little information on military leadership. However, some interesting comments pertaining to the relationship between Indian soldiers (from India) and British officers are included.

Corporal R.N. Siddle, "Closing the Eyes of the Hun, December 1917," pp. 12-25.  
By focussing primarily on the role of the sniper, this work affords no useful information for the study of leadership.

William Byron, "The Canadians in Mesopotamia, March 1918," pp. 26-33.  
This work affords no useful information for the study of leadership.

Private John Evans, "Sixteen Months in Germany, March 1918," pp. 34-54.  
While describing the destruction of the 4<sup>th</sup> Canadian Mounted Rifles at Ypres, this work illustrates how one Lance-Corporal dealt with a difficult situation and suggests that individuals in positions of authority did not always make unilateral decisions but sometimes consulted their charges as to the best course of action.

Lieutenant C.W. Tillbrook, "Buried Alive!, September 1918," pp. 55-67.  
This story is extremely valuable as the manner in which officers interacted with one another and with the Other Ranks under their charge while engaged in dangerous and stressful work is clearly related. A somewhat questionable example of a Major exhorting one of his Lieutenants to carry on with his tasks despite coming close to death is also provided.

Lieutenant C.W. Tillbrook, "An Underground Tank, October 1918," pp. 68-78.  
As above, this work reveals how three fellow officers cooperated in order to overcome a difficult German position. While Lieutenant Tillbrook reveals that he was particularly close to a Sergeant who was subsequently killed, he provides no indication as to the reasons for this friendship.

Captain W.E. Dunham, "The Canadians in Siberia, May 1919," pp. 79-87.

By describing how military authorities endeavoured not only to provide their soldiers with proper recreational facilities but also to maintain their overall physical and mental health, this work allows some insight into higher-echelon leadership.

C.L.M.

Rhude, Samuel Burton. *Gunner: A Few Reminiscences of Times with the Canadian Field Artillery, 1916-1919*. Sydney, N.S., n.p., 1981.

**Branch and Period of Service:** 43<sup>rd</sup> Battery, Canadian Field Artillery, 1916-1919.

**Rank:** Gunner, Bombardier & Sergeant.

**Available at:**

R.M.C.	(Massey Library)
Queen's University	Not Held in Collection
University of Toronto	Not Held in Collection

**Document Type:** Memoir.

**Annotation:**

Aside from recounting his service in Kingston, Ontario, and in France (from Passchendaele to the Armistice), Rhude offers a description of life in London during the summer of 1916 while he was posted to the Canadian Pay Office. His narrative moves freely between various decades as his train of thought wanders and thus he recounts stories that have little or no bearing on his military career; he is also keen to illustrate the faults of later historians and their misinformed assertions. Owing to the amount of time he spent in England, Rhude offers very little commentary on the subject of leadership. Although revealing that some officers and senior NCOs were well liked, he provides few reasons as to why these individuals were held in such high regard. However, he clearly demonstrates that if men in positions of authority were to command the respect of others, frontline experience in the present war was an essential and necessary attribute.

C.L.M.

Miller, Carman. "Chums in Arms: Comradeship Among Canada's South African War Soldiers." *Histoire sociale – Social History* XVIII (36), 359-373.

**Document Type:** Secondary Article.

Miller's article, which in part provides a social profile of Canada's First Contingent sent to South Africa, is both insightful and well researched. Throughout his work he describes the social relationships that existed between men in the same squad and also emphasizes the importance of an individual's "buddy." In terms of leadership, Miller demonstrates how officers who desired strong, loyal and effective units needed to pay attention to the social relationships that had developed at an earlier stage and were already present in the unit under their command; those who did not did so at their own peril. Likewise, officers who assisted their men to a greater extent than required by their professional relationship or those who explained to their men the reasons behind a specific order proved quite popular and respected. Miller finally alludes to how a strong sense of loyalty and cohesion among men sometimes influenced the actions and orders of junior officers. A host of possible sources for the study of leadership are also provided in the footnotes.

C.L.M.

Hickson, Arthur O. *As It Was Then ~ Recollections 1896-1930*.  
Nova Scotia: Acadia University, 1988.

**Branch and Period of Service:**

125<sup>th</sup> Battalion (Canada) & 26<sup>th</sup> Battalion (France), 1915-1918.

**Rank:** Lance-Corporal & Sergeant (Canada) and Private (France)

**Available at:**

R.M.C. (Massey Library)

**Document Type:** Memoir.

**Annotation:**

Although a story of his early life, Hickson devotes a portion of his memoirs to the recollection of his time spent in the CEF. On the whole, his narrative offers little for the study of leadership that cannot be found elsewhere. At certain points, the reasons that account for the insolence and/or insubordination demonstrated by Other Ranks toward General- or senior officers can be discerned. The care shown on specific occasions by some officers for the men under their charge – through the dispensation of food, drink and shelter for instance – is well related. Some examples where those in command altered their course of action owing to protests from their men also appear throughout.

C.L.M.

Pike, Stephen. Gene Dow, Ed. *World War One Reminiscences of a New Brunswick Veteran*. New Brunswick: Privately Published, 1990.

**Branch and Period of Service:**

55<sup>th</sup>, 104<sup>th</sup> and 140<sup>th</sup> Battalions (Canada) & 26<sup>th</sup> Battalion (France), 1915-1918.

**Rank:** Unknown.

**Available at:**

R.M.C. (Massey Library)

**Document Type:** Published Interview.

**Annotation:**

This work is the ultimate product of an interview conducted between the editor and Pike a few years before the latter's death in 1988 at age 90. Not surprisingly, the memory of the interviewee has been blurred by the length of time that has elapsed since the war; the accuracy of some of his stories is thus questionable. Pike oftentimes refers to the popularity of his Colonel and other Battalion officers and, in due course, he provides some reasons as to why the common soldier respected these individuals. The need for new officers to possess knowledge of conditions and life at the front so that the safety of all is ensured is discussed as well. Finally, Pike recounts an episode where a soldier from his Battalion shot one of his officers who was needlessly endangering the lives of his men.

C.L.M.