



“The more you sweat in peace
...the less you bleed in war.”

—Chinese Proverb

A Review

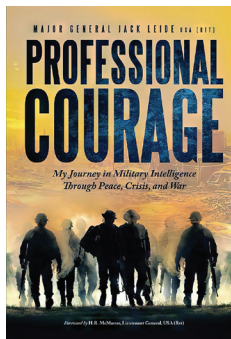
By Patrick M. Hughes,
Lieutenant General USA (Ret.)

Professional Courage: My Journey in Military Intelligence through Peace, Crisis, and War

Major General Jack Leide, USA (Ret.)

Self Publishing Amazon, 2023. 460 pages with notes, <https://www.amazon.com/Professional-Courage-Journey-Military-Intelligence/dp/BoCLWFGNTZ>.

The first thing that struck this reviewer when reading General Jack Leide’s superb book, *Professional Courage*, was the list of people he acknowledged and thanked. Throughout the book



he mentions many friends, colleagues, and superiors with whom he served. What a list of the people... who formed this man, who were mentors and advisors, who guided the evolution of U.S. Army intelligence, and who trained for, planned, and fought several pivotal wars during Jack’s service. He ends as you might

expect by thanking the “soldiers” he served with. That list is filled with heartfelt connection, sets the stage for the remainder of the book, and provides a measure against which readers may gauge the author’s purpose.

The book recounts more than 33 years of service, several conflicts, personal and family sacrifices and a narrative of what an officer experienced as he rose through the ranks. But it is really a deeply held “thank you.” We should now honor General Leide by thanking him. One way to do that is to read this work and preserve it as an addition to military history. Young aspiring soldiers, and especially intelligence officers, will find it worth both study and emulation.

Jack was there. That’s the key phrase. Not all of our fellow soldiers have run in the direction of gunfire and the smoke and flame of warfare. But that’s exactly

what Jack did, repeatedly, taking the hard jobs and going to regions and “theaters of war” where conflict was most likely and where ideological warfare was always ongoing. He did that because he is a warrior-intellectual, and he believes in honorable service for our nation and its basic values.

The beginning of the book explains an unlikely career development path, one that career counselors would probably not call “ideal,” but it worked. Jack was a university educated lawyer and about to become an infantry officer in the 82nd Airborne Division.

The author relates moral quandaries, his personal humanity, and his relationships with others, and he questions the circumstances in which he found himself. This book is not about being an unthinking sycophant nor is it about being naive. Rather, it is about honest observation and intelligent appraisal along the way.

Beginning with his initial time in the 82nd Airborne and his first foray into combat in the Dominican Republic’s civil war of 1965, and then more complex challenges in Vietnam, the reader will note the changes in Jack as he transitioned from combat arms to the shadowy profession of military intelligence. In writing all of this, especially the early years of his professional life, he uses jargon and titles that not every reader will readily understand. Part of the appeal of this book is to search for their meanings and to try to put those terms from “back in the day” into a contemporary context.

Jack began to realize the critical need for linguistic skills and cultural knowledge because without such skills he simply couldn’t be effective. He writes:

“I became convinced that language capabilities and training should be one of our highest priorities. It would be invaluable in many operational scenarios, especially during overseas covert and clandestine operations.”

Vietnam defined the remainder of his service. His two assignments led him to reflect on the reasons for conflict, on realizable goals in warfare, and on experiential learning. He questioned morality, policy, and procedures and came to the realization that his life’s purpose should be as an honor-bound officer who questions conditions and circumstances for the right reasons and in the right ways. It is that moral imperative which defined his continuing service as a senior intelligence officer. There were (and still are) no easy answers.

Jack's Vietnam recollections fit into a "very personal" category of memories about how things went and what happened when, in amazing detail and often in a surreal manner. A few universal statements seem to distill his observations to the pithy facts as he saw them:

- Nearly every infantry formation in Vietnam was ambushed.
- Far too many very good men died because of mistakes and the vagaries of war.
- Nearly every enemy body count was exaggerated.
- Nearly every combat leader was faced with moral dilemmas.
- Nearly every combat soldier had occasion to reflect on their mortality, on those they loved, and on their memories of home.
- Consistent national leadership was MIA.

From his combat arms beginning in the infantry, he edges into the more nuanced world of military intelligence, setting him on a course that "suited him



perfectly." He returned to Vietnam as an intelligence officer, rose in rank, questioned the way things went, tried to find solutions to problems, exhibited a healthy skepticism, and juggled several family and life events, including the transition from war to peaceful family life

and back to war again.

Jack entered the byzantine hallways of the Pentagon and the professional MI organizations through which many Army officers have made their way, devoted to supporting decision-makers and warfighters "in defense of the nation."

When terrorism reared its ugly head, Jack responded with service in the Special Forces. He served in sensitive positions, began what would be a life-defining assignment in Japan, in the 500th Military Intelligence Group, and started to find China of personal interest and professional focus. During this time, he found himself in and out of different cultures, touching different political and societal philosophies, and interacting with a wide variety of people. This led him to become a Foreign Area Officer (FAO) focused on China.

A large part of the book concerns China, and, of course, Jack and his family's life there. His story of service in China is historically fascinating and relevant to today's fragile relationship with a "near peer" and, at times, an "adversary." Perhaps some readers, as

this reviewer did, will come away from this part of the book hoping and praying that there are contemporary replications of Jack Leide on duty now, in China, where we will surely need them.

His observations about China are "riveting." That description is especially appropriate for his recounting of the infamous Tienanmen Square period and all that he and his fellow attachés went through. This section alone is worth studying and including in FAO doctrine as an experience that will again be replicated as inter-nation relationships ebb and flow.

Jack writes of the intricacies and mysteries of the Chinese political process and its leadership from Mao onward. These include insightful descriptions about the infamous Gang of Four during the latter stages of Mao Zedong's time in power (he died in September 1976), the subsequent ascension of Mao's replacement, Hua Guofeng, and how his transition to power affected the multifaceted levers of power in Beijing. Jack's rendition of the simplification of Chinese characters during this period and the subsequent effect on the language and the people of China is noteworthy for any reader who wants to understand some of this momentous transition in the world's then most populous country.

One highlight that comes out during this part of the book is Jack's assertion and deeply held belief that America's FAOs and the U.S. Department of Defense Attaché System are critical to national security, and by natural association are a vital part of military intelligence. Among other things that came out of the China experience was the continuing assessment by senior officers of the Department of Defense, Department of State, and U.S. Intelligence Community that there was a general officer of military intelligence who could be relied upon in the most difficult and complex of circumstances (short of war) to do the right things in the right way for the right reasons: Jack Leide.

Jack's next big life challenge came with his assignment to what was to become the most active warfighting command in the U.S. military— U.S. Central Command. In 1990 rumors of war were afoot. Forces were gathering. Storm clouds were on the horizon. New generals were being dispatched. Who else should be the J-2 than General Jack Leide? As they say, he was thrown into the breach.

He relates key "lessons learned" before, during, and after the 1991 Iraq War. His account of what happened as the long run-up to the war (Desert Shield) unfolded, and the relatively short war itself (Desert Storm) (DS/DS), is filled with first-person recollections

and superb narrative describing what happened from his standpoint.

THE WAR ROOM: RIYADH, SAUDI ARABIA, 0200 HRS JANUARY 17, 1991 (the day Desert Storm started)

“I realize that challenges to the estimates and conclusions of my intelligence support mission will likely occur. I have previously dealt with various versions of such challenges during my previous combat experiences and during the leadup to this final phase of the war. Intelligence processes are more art than science. Experience has shown that I will encounter individual, bureaucratic, and parochial detractors critical of certain portions of our efforts, procedures, conclusions, and recommendations. I will constantly have to rely on a positive personal quality that I have assiduously, consciously, and subconsciously developed over my 30-year Army career: professional courage. My personal priority will be to consistently provide General Schwarzkopf with unvarnished, useable, timely, and predictive intelligence analysis and recommendations, so he can make learned combat decisions, no matter the consequences.”

The reader may find some surprises in his book that will have to be added to an already substantial documentation of a war in which “the enemy was defeated.”

The human element comes out again in Jack’s discussion of relationships, his support structure, and his efforts to solve some pressing problems while meeting the minute-by-minute requirements of a demanding and pressing commander and staff. The travesty of other elements of the Intelligence Community failing to cooperate for various reasons is worth teaching every young intelligence officer, whether military or non-military.

One of the most interesting and even now, worrisome, parts of the book deals with the request, the opposition to grant the request, the jockeying back and forth, and finally the approval and application of perhaps the best (most responsive) long range surveillance platform then available: JSTARS. It is fascinating to read the author’s synoptic rendition of how that all played out against the backdrop of interservice rivalry and technological timidity.

There are many issues in his dense retelling of DS/DS which deserve greater attention and the JSTARS saga is one. Another integral to the interface between the senior intelligence officer and the senior operations officer, no matter what the staff level, is that of

BDA – battle damage assessment. The work of targeteers’ recommendation of strike platforms, timing, estimated damage and expected effect (singular and net effect), and political-military outcomes will always be of great interest to commanders and operations officers. That was certainly apparent during DS/DS. Jack’s focus was on a “measure of merit”: tell the truth.

Once again, a refrain heard in other accounts of this and other conflicts, the importance of human intelligence (eyes and ears on the ground), along with collection management, are rightly noted in this book.

In the end, the troops came home, the bands played, and the warriors gathered to reminisce or to criticize, depending on their point of view. In the end, by all accounts, one of the men who went forth to do the bidding of the nation was both successful and respected for all that he had done.

There are other post-DS/DS assignments and new realizations and new insights related in the book, including Jack’s continuing sponsorship and support for the Foreign Area Officer Program and for embracing military human intelligence at the Defense Intelligence Agency and in military intelligence organizations writ large.

The tug at the heartstrings of anyone who lived through the same period, and especially those who participated in the swirling stew of military,



diplomatic, and political machinations, will be undeniable. Everyone who cares about our national security structure and our military forces should read this book. It is a necessary addition to the historical and the human record it reflects. It became obvious to this reviewer that as he progressed through

his military career General Leide was the right man for the job.

As he ended his book, the author, my longtime friend, offered the following:

I thought of what Thomas Jefferson once said, “The tree of liberty must be refreshed from time to time with the blood of patriots and tyrants.”

Patrick M. Hughes LTG (USA, Ret) was the 12th Director of the Defense Intelligence Agency from 1996 to 1999. His extended bio appears on page 126 of this issue.



IN MEMORIAM

Major General Roland Lajoie, U.S. Army (Retired)

By Lt Gen Patrick Hughes, USA

Major General Roland Lajoie, a native son of New Hampshire, and notable “Cold Warrior” and Vietnam War Veteran, passed away on 28 October 2023 in Manchester. He was eighty-seven. The cause of death was reportedly from complications following heart surgery.²



General Lajoie began his 40+-year military and government career as a Transportation Corps officer, graduating from the University of New Hampshire U.S. Army Reserve Officer Training Program in 1958. He served in several transportation units through the rank of first

lieutenant but over the course of these assignments, he began to believe that his French language ability (he spoke French at home during much of his childhood) and his interests could be better applied in what was then the fledgling U.S. Army Military Intelligence branch.

In April 1962 Captain Lajoie began what would become his primary military career, attending the military intelligence basic course at Fort Holabird, Maryland. He spent the next few years in basic MI assignments as an MI detachment commander, an imagery interpretation section leader, and as assistant G-2 (operations), first at Fort Bragg, NC (now Fort Liberty) and later at Schofield Barracks, Hawaii with the 25th Infantry Division. Warfare was underway in Southeast Asia and the 25th Infantry Division shipped out in March 1966, with Captain Lajoie as an assistant G-2 in combat.

Returning to the United States in 1967, he attended the Military Intelligence Advanced Course once again at Fort Holabird. His intellect and language skills were noted, and he was next sent to the Defense Language Institute campus at Anacostia (Washing-

2. *The New York Times* published a very good obituary by Clay Risen. See <https://www.nytimes.com/2023/11/14/us/roland-lajoie-dead.html>.



ton, DC) for one year to study the Russian language. He was next dispatched to the U.S. Army Institute for Advanced Russian and East European Studies in Garmisch, West Germany for two years, followed by a stint at the University of Colorado

at Boulder where he earned an MA in Russian history. This carefully crafted education and training regimen qualified him as a “Foreign Area Officer,” and for assignment as a Military Attaché.

The war in Vietnam was still raging. In October 1971 Major Lajoie was assigned back to Vietnam as a Liaison Officer (LNO) with the U.S. Air Force 432nd Tactical Reconnaissance Wing, responsible for a large part of the U.S. military’s airborne reconnaissance and intelligence gathering and the attack and destruction of targets including direct support of U.S. ground units. This assignment was short-lived because of the impending transfer of most military operations to the government of South Vietnam and the attendant withdrawal of U.S. forces which had already begun. In March 1972 Major Lajoie was on his way back to the United States to attend the U.S. Army Command & General Staff College at Fort Leavenworth. In 1973 he attended preparatory education and training at the Defense Intelligence School at Anacostia and was subsequently assigned in August as the Assistant Army Attaché to the Union of Soviet Socialist Republics (USSR), with duty station in Moscow. Finally, he was where he was prepared to be and, in his view, where he was supposed to be. He stayed in this high-pressure Cold War assignment for three years.

In 1976 Lieutenant Colonel Lajoie was assigned as the commander of the U.S. Army Russian Institute in Garmisch, remaining in that key post until 1979 when he was reassigned back to the United States as the commander, 1st Psychological Operations Group at the John F. Kennedy Center for Military Assistance at Fort Bragg. In March 1980 Colonel Lajoie was selected for attendance at a U.S. Army War College equivalent, the Russian Research Center, Harvard University, in preparation for his assumption of more senior positions.

In June 1981 Colonel Lajoie was assigned back to Moscow as the Army Attaché to the USSR (as a member of the Defense Attaché System), Defense Intelligence Agency, for a three-year assignment. Similar to his reassignment from the earlier Assistant Attaché position to the Russian Institute at Garmisch, he was next assigned as the Chief of the U.S. Military Liaison Mission (USMLM) in Berlin. This was once again a recognition of his expertise and acumen in all things Russia.

The USMLM assignment to surveil, collect information, and report not only what was observed but the synoptic summary analysis of any event or activity in Soviet-controlled areas of Berlin and elsewhere, fit Colonel Lajoie and his hardy band of fellow “Foreign Area Officers” to a T. It was dangerous, it was challenging, and it was “real intelligence work” on-the-ground in and amongst the “target.”

In June 1986 Colonel (promotable) Lajoie was assigned to Paris as the Defense and Army Attaché, a demanding diplomatic posting with less “operational intensity” than he and his family had experienced during assignments in Moscow and Berlin. Following his posting to Paris Brigadier General Lajoie was next assigned as the Director of the On-Site Inspection Agency (OSIA) with its headquarters in Washington, DC. The “On-Site” organization was intended to ensure the Soviet Union complied with the Intermediate-Range Nuclear Forces Treaty. General Lajoie was charged with creating and heading OSIA, and ultimately confirming the destruction of 1,800 Soviet missiles. The work to begin and operationalize OSIA took three years. Once again, his expertise, language skill, and exceptional contacts among the Soviet and subsequently Russian Federation officials overseeing this most delicate evolution in Soviet-West relationships was critical to strategic threat reduction and the creation of an environment in which inter-nation cooperation could proceed constructively. In the process, the internal dissolution of the USSR resulted in the end of the country as a sovereign state ultimately resulting in fifteen constituent [former] USSR republics gaining independence on 26 December 1991. These were heady times indeed and Roland Lajoie, U.S. Army general, exceptional intelligence officer, expert in Russian affairs, linguist extraordinaire, proven Attaché, experienced diplomat, and superb strategist, was in the vanguard of this momentous change.

In January 1991 soon-to-be Major General Lajoie was assigned as the Deputy Director for International Negotiations, J-5, Office of Plans & Policy Directorate, at the Joint Staff. This one-year assignment utilized

the on-the-ground experience and diplomatic skills General Lajoie had developed in his earlier assignments but lacked the functional joie de vivre that his more active experiences had generated. In February 1992 Major General Lajoie was given a new task, one he was familiar with from his days at OSIA: to create a new office at the Central Intelligence Agency as the Associate Director of Operations for Military Affairs. The need for this new organizational element at CIA was reflective of interagency coordination shortfalls during the first Gulf War and ultimately paved the way for greater interaction and cooperation between the Agency and the Department of Defense.

General Lajoie retired from the Army in 1994 but continued to serve as the Deputy Assistant to the Secretary of Defense for Cooperative Threat Reduction, continuing the effort to decommission Russia's nuclear, chemical, and biological weapons. In 1998, President Clinton appointed Lajoie to chair the U.S.-Russia Joint Commission on Prisoners of War and Missing in Action, searching Russian archives to locate soldiers designated missing in action for the past 60 years. He never stopped giving his expert opinions and salient advice when asked and continued to be a respected authority on Russia until his passing.

Major General Lajoie was highly decorated for his service and well regarded in his retirement by continued recognition. His awards and decorations include the Defense Distinguished Service Medal with two oak leaf clusters; the Defense Superior Service Medal with oak leaf cluster; the Distinguished Intelligence Medal; the National Intelligence Distinguished Service Medal; the Army Distinguished Service Medal; the Legion of Merit; the Bronze Star Medal with oak leaf cluster; the Meritorious Service Medal with oak leaf cluster; the French Legion of Merit; the Parachutist Badge; the Office of the Secretary of Defense Identification Badge; and the Office of the Chairman Joint Chiefs of Staff Identification Badge.

He has been honored by induction into the University of New Hampshire ROTC Hall of Fame, the Defense Language Institute Hall of Fame, and the Defense Intelligence Agency Military Attaché Hall of Fame. His nomination to the U.S. Army Military Intelligence Hall of Fame is proceeding.

Roland Lajoie was the quintessential "Cold Warrior," fully committed to defending democracy and securing our nation against the very real threats of communism and totalitarianism that the USSR and Russia represented. He was well trained and assigned to demanding positions which afforded him the experiences and opportunities he applied in positions of

greater responsibility and achievement. He performed throughout his storied professional and personal life as an example for others, setting a selfless standard for intelligence officers, Foreign Area Officers, diplomats, and strategic leaders to emulate.

He was also a fine man, noted for his integrity and his clarity of purpose. We lost 'one of a kind' when Roland Lajoie left us, but his remarkable career during one of the most difficult periods of the 20th Century will continue to be worthy of study by those who have inherited his responsibilities. We should all render a final salute to this great soldier and honorable citizen of America.

It is important to note that Mrs. JoAnn Lajoie was with General Lajoie throughout his career and was a helpmate in his work and his life. His children were with him in several demanding assignments. No military diplomat can perform their mission without the help of their spouse and family. General Lajoie was forever thankful for them all.

Roland Lajoie is survived by his wife of 62 years, JoAnn Lajoie; daughter Michelle Detwiler, married to Colonel Keith Detwiler, USA (Ret); son Christopher Lajoie an analyst at the DHS's Customs and Border Protection; daughter Renee Newell, married to Maj Gen Jeff Newell, USAF (Ret); and grandchildren Madeleine Detwiler, Jack Newell, Elise Newell, and Kate Newell; and his sister Madeleine Lajoie.



LTG (USA, Ret) Patrick M. Hughes was the 12th Director of the Defense Intelligence Agency from 1996 to 1999. Prior to that, he was Director, J2, for the Joint Chiefs of Staff; CENTCOM J2; Commanding General of the Army Intelligence Agency; Assistant Deputy Chief of Staff, Intelli-

gence, on the Army Staff; commander of the 501st MI Brigade in Korea; and commander of the 109th MI Battalion in the 9th Infantry Division. From 2003 to 2005 he served as Assistant Secretary for Information Analysis in the newly established Department of Homeland Security. Now fully retired from government service, he devotes his time to national security research, writing, speaking, and mentoring. He is a former President of the National Military Intelligence Association and served for many years afterward on the NMIA Board of Directors; he is now an NMIF Board Member Emeritus. He was an old friend of Roland Lajoie.