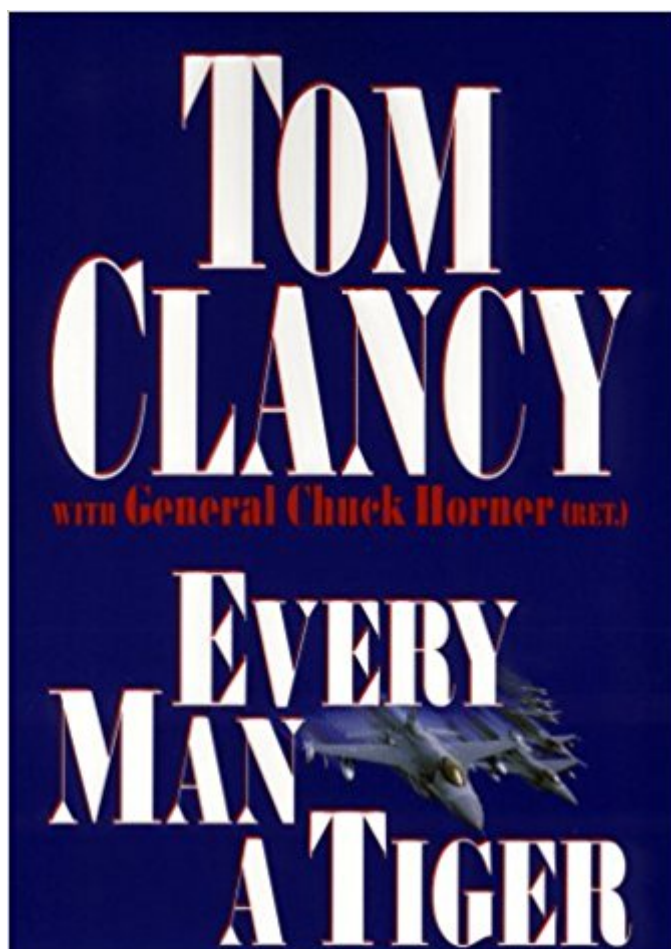


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# Every Man A Tiger



## Synopsis

The second in an extraordinary series of nonfiction books by the #1 bestselling author--a look deep into the art of war as seen through the eyes of four of America's outstanding commanders. Written with armor and infantry General Fred Franks, Jr., *Into the Storm* won Clancy unanimous praise for its masterful blend of military history, biography, tactical analysis, and unique insight into the art and practice of leadership. *Every Man a Tiger* soars above it, into the sky. General Chuck Horner was the right man in the right place at the right time. Combining a broad experience of all aspects of aerial warfare with a deep respect for and knowledge of Arab culture, Horner commanded the U.S. and allied air assets during Desert Shield and Desert Storm--the forces of a dozen nations--and was responsible for the design and execution of one of the most devastating air campaigns in history. Never before has the Gulf air war and its planning, a process filled with controversy and stormy personalities, been revealed in such rich, provocative detail. Beyond that, however, *Every Man a Tiger* is the story of two revolutions: of how a service damaged by Vietnam reinvented itself through vision, determination, and brutally hard work--in Horner's words, "We had to learn how to be an Air Force all over again"--and of how war changed fundamentally in the last decade of this century, not only in the new dominance of air power but in all aspects. It is a story of speed, accuracy, efficiency, decentralization, information, and initiative, as well as smoke, fear, courage, and blood. It is a front-row seat to a man, an institution, a war, and a way of war that together make this an instant classic of military history. Index.

## Book Information

Hardcover: 564 pages

Publisher: Putnam Adult (May 10, 1999)

Language: English

ISBN-10: 0399144935

ISBN-13: 978-0399144936

Product Dimensions: 6.4 x 1.8 x 9.3 inches

Shipping Weight: 1.9 pounds

Average Customer Review: 3.8 out of 5 stars 84 customer reviews

Best Sellers Rank: #892,111 in Books (See Top 100 in Books) #23 in [Books > History >](#)

[Middle East > Kuwait](#) #92 in [Books > History > Military > United States > Operation Desert](#)

[Storm](#) #344 in [Books > History > Middle East > Iraq](#)

## Customer Reviews

This Tom Clancy real-life military thriller is more nuanced than his novels, because its object is not simply to dramatize armed conflict but to relate the life lessons of his source, jet-pilot-turned-Desert-Storm-air-commander General Chuck Horner. Horner is no war cheerleader like General "Buck" Turgidson in *Dr. Strangelove*. He loathes the arrogance of the backwards, nuke-happy Strategic Air Command and the madly out-of-touch Vietnam War planner Robert McNamara. McNamara confesses his folly in two books, *Argument Without End* and *In Retrospect*, but Horner's you-are-there account more vividly demonstrates Vietnam's grim lessons. He flew an F-105 Thunderbird "Thud" fighter in the Wild Weasels, the unit with the highest medals-per-aircrew ratio, knew pilots who were stoned to death by villagers, and realized all the bombing did zero good. "All we really had to do was befriend Ho," says Horner sensibly. "Seems he wasn't part of a monolithic Communist plot, and hated the Chinese more than anything else." Horner is savvy about the screwups, the achievements, and the political maneuvering in and after the Gulf War, as leaders and branches of service battled for PR victories. His idea of a hero is Boomer McBroom's pilot Captain Gentner Drummond, who won a Flying Cross medal for refusing AWACS orders to down a jet that turned out to be a Saudi ally. Horner thinks the interservice and international cooperation in the Gulf War was way better than in Vietnam, but there's ample room for improvement. The action scenes aren't quite as brilliant as those in *Black Hawk Down: A Story of Modern War*, but Clancy fans will find plenty to admire. Horner's improbable survival of a 150-m.p.h. near-crash in Libya in 1962 belongs in a Tom Clancy film. --Tim Appelo

Clancy's second study in high command of the U.S. armed forces (after *Into the Storm*, written with Army general Fred Franks) focuses on Air Force general Chuck Horner, the fighter pilot who was overall air commander for Desert Shield/Desert Storm. This book is less about the Gulf War than about the making of a modern fighter general and the remaking of a modern air force. Horner was part of a new Air Force generation that rejected the Strategic Air Command model of "predictability, order and control" in favor of a holistic approach to air power and air command. A firm believer in central control of air assets, Horner also regarded traditional distinctions between "strategic" and "tactical" air as no longer relevant. What mattered was the appropriate situational use of air power in an integrated war plan. The main text demonstrates Horner's success in implementing his concepts over Iraq. Though the narrative offers no startling insights or revelations, the authors make the important contribution of presenting command friction as a natural consequence of interaction among senior officers with high intelligence and strong wills. The implication is clear: to succeed in an unpredictable international environment, America's armed forces will need tigers at their head.

Tigers are dangerous. They challenge each other. They take issue with higher wisdom and higher authority. And, according to the authors, they can be replaced by safely neutered house cats only at the country's peril. 500,000 first printing; \$500,000 ad/promo; BOMC main selection; author tour. Copyright 1999 Reed Business Information, Inc.

In this non-fiction book, Tom Clancy examines on a few different levels what it takes to get everything in place to conduct a sophisticated air war. Such an event, in this case Desert Shield/Storm, takes many years of preparation. This preparation requires enormous sums of money as well as long-term development of the officer and non-commissioned officer corp. The commitment to do this spans several presidential administrations. One of the fun things of any Clancy book is to learn more military jargon. This book does not disappoint in that regard but it is slow and tedious. We get to see the careers of Air Force generals as well as the analysis of them in action. The case is made decisively that we'll always need tigers in the leadership. At the end of the day, the whole air complex depends on the leadership. I hope this book will appeal to military history buffs, strategists and intelligence personnel and political policy experts. I suspect Clancy outsourced some of the writing.

This book was suggested to me by a highly decorated fighter pilot who knows many of the characters, and who knew that I knew some of them. His contention was simple. This is the most accurate account of the Gulf Air War. And after reading it, I can't fault his claim. But perhaps more importantly, this is a great book for anyone who wants to understand how large military bureaucracies work, and how they can fail while blood is being shed. It speaks volumes about real leadership, and counterfeit leaders, though Horner generally tries to avoid throwing any of his old colleagues under the bus. If you are not a military history buff, or not a student of the anthropology of bureaucracies you may not agree with five stars, but the Tom Clancy passages are a "Reader's Digest Version" and vastly entertaining in many cases. If you don't care about all the details Horner has left for posterity, be sure you don't miss Clancy's comments, which are clearly marked.

An easy-to-read book, although readers not familiar with military terminology might find it encumbered with acronyms (there's no reference in the book). Although some portions might feel a little sentimental, it still offers a wonderful insight into considerations of a military commander, as well as some interesting bits of information about Gulf War air campaign (thoughtfully called "a thousand hour war, as opposed to much shorter ground part"). The main value of the book are Gen.

Horner's comments, of course.

Past Tom Clancy books were fantastic, detailed, and couldn't be put down. This co-authored book, however, had little of Tom Clancy and a lot of EGO of the co-author. About 75% of the book I finally deleted it. Do not recommend!

RIP Tom Clancy. That being said, Tony Koltz and Gen Horner give an amazingly detailed accounting of what really goes on in preparing for war. The battle itself was very underwhelming in comparison to all the work that takes place before the first rock is thrown. There was arguably too much info at times I had to stop and ask myself do I really want/need all this detail. The actual flying and action I was expecting wasn't there. But it was still a worthwhile read.

"Every Man a Tiger" combines an historical account of the U.S. Air Force's role in the 1991 Persian Gulf conflict, with a memoir of Gen. Chuck Horner, the senior Air Force Commander in Desert Storm. I found the section concerning Desert Storm lacking in interesting, substantive details concerning the Air Force's role in winning that conflict. It certainly was less interesting than Gen. Horner's candid account of the Air Force from the end of the Vietnam War to the present. I was fascinated by how our nation's political and military leadership allowed the Air Force to decline in the 1970s, and how the leaders of the 1980s rebuilt the Air Force to the world class military service it is today. Overall, a recommendable book, but certainly not as good as "Into the Storm," Clancy's first book in this series, with Gen. Fred Franks.

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