

A photograph of Secretary of Defense Donald Rumsfeld in his office. He is wearing a white shirt and a dark vest, leaning over a desk covered with papers. The desk is lit by two large, glowing lamps with pleated shades. In the background, there is a framed picture on the wall and a small statue of a bison. The lighting is warm and focused on the desk area.

# Hard-line Defense

*Second-time  
Secretary of Defense  
brings business approach  
into the ranks*

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**H**is demeanor and integrity have earned him both popularity and respect. His assertive personality goes head-to-head with both press and politicians as he tells it like it is. And an eyebrow or two goes up when press like CNN and Fox make references to this military leader with comparisons to a “rock star” and “babe magnet.” This away-from-the-press-podium look at Secretary of Defense Donald Rumsfeld offers a closer glimpse at the man who is rapidly transforming the Department of Defense.

*Secretary of Defense Donald Rumsfeld works in his office at the Pentagon.*

*En route to Iraq, Secretary Rumsfeld chats with a Kuwaiti military officer in the distinguished visitors lounge at the Kuwait International airport, while waiting for a plane change.*



*Secretary Rumsfeld (below) and Army Lt. Gen. John Craddock, his senior military assistant, work on board a C-17 Globemaster III while flying to Iraq.*



*Secretary Rumsfeld addresses more than 15,000 delegates from the Veterans of Foreign Wars at the joint opening of the organization's 104th national convention in San Antonio, in August 2003.*

Sworn in for his second tour as the secretary of defense on Jan. 20, 2001 (his first stint lasted 14 months during the '70s), the former Navy pilot also served as White House chief of staff, U.S. ambassador to NATO, congressman and chief executive officer of two Fortune 500 companies. Both the youngest and oldest secretary of defense, his leadership style blends business savvy and military

experience as he focuses on transforming the military into a 21st century fighting force.

His applied business practices resulted in creating two internal management teams, a "board of directors" equivalent and a business initiative council, to recommend innovative department changes and move money around where it's needed most.

*Georgian Ministry of Defense Gen. David Tevzadze talks with Secretary Rumsfeld and U.S. Ambassador to Georgia Dick Miles after arriving at Tbilisi, Georgia.*



In 2002, the secretary led the reorganization of a new defense strategy, the Unified Command Plan, establishing the missions and geographic responsibilities among the combatant commanders thus creating U.S. Northern Command and U.S. Strategic Command.

He also maintains a rigorous travel schedule saluting U.S. military members worldwide. At a Lackland Air Force Base, Texas, town hall meeting, he described the momentous and critical role of Air Force members. "All over the world, all across this globe, everywhere you go,

people long for what we have, for what each of you has volunteered to defend: liberty, democracy, tolerance and a future without fear; the ability to get up in the morning, walk out your door and not have to look in every direction to make sure that someone won't shoot you. That's why we will prevail."

He's quick to recognize the accomplishments, and sacrifices, of military members in defense of freedom. But he also demonstrates President George W. Bush's call to be "resolute in our own defense" by focusing on what's ahead.

"Many terrorists are behind bars — but those that remain at large are planning future attacks. Standing between our people and the gathering dangers is the courage of our men and women in uniform — and the determination of our country to see this war through," he said.

And if he wasn't widely recognized before directing the Defense Department's response to the Sept. 11, 2001, terrorist attacks, his frequent — and direct — press conferences certainly made the "Pentagon boss" a household name. 🇺🇸



*Reporters surround Secretary Rumsfeld (top) as he answers questions at the conclusion of a Pentagon press conference. He updated reporters with the latest information on the Dec. 13, 2003, discovery and capture of Saddam by the Army's 4th Infantry Division, U.S. Special Operations forces and coalition troops. Secretary Rumsfeld shakes hands with a security forces airman while visiting Yokota Air Base, Japan.*