# T E A M  W O R K

ADDRESS

of

COLONEL DWIGHT F. DAVIS - THE ACTING SECRETARY OF WAR

BEFORE THE GRADUATING CLASS OF

THE ARMY INDUSTRIAL COLLEGE

WASHINGTON, D. C. - JUNE 30, 1925.

Gentlemen of the Graduation Class:

Before presenting you with formal certificates as graduates of the Army Industrial College, I wish to congratulate you on your successful completion of the course. While we must regard the course as being still in the formative stage, especially in view of the fact that it is not yet practicable to extend it to a full academic year, there is a compensating advantage in pursuing these studies at this time. It has been your privilege to do pioneer work, to cover ground that has never been covered before. In this way you have assisted the War Department in formulating and crystallizing doctrines and policies which will be of great benefit to our Nation in the peace time activities of our military forces, and will prove of incalculable value to the common defense in the event of an emergency.

Particularly gratifying is the fact that we have representatives of the Navy in this graduating class. The procurement problems of the Navy blend with those of the Army into the one great problem of the industrial mobilization of our national resources in time of war. The needs of the two services may at first blush appear to conflict throughout the industrial fabric of the Nation. Viewed in a narrow perspective, they conflict at every turn, but in the true and broader vision they offer a large opportunity for team-work. The meeting of representatives of the two services with a common understanding of the necessities of the situation is alone needed in order to resolve each question of potential conflict into the broader aspect of our national defense as a whole. The presence of Naval officers in the student body of this institution is an assurance that this mutual understanding and spirit of cooperation between the services will obtain in the future to a degree never approached in the past.

The Chiefs of the Supply Branches are charged with carrying out their procurement missions in accordance with the policies laid down by the Assistant Secretary of War. The great over-shadowing mission of an officer of the Supply Branch is, of course, to be prepared to execute an assigned portion of the procurement task of his Chief of Branch. We hope you have learned here that, in addition to your own Supply Branch, there are six other Supply Branches. We hope you have learned that in addition to an Army there is a Navy. We feel sure that you are therefore aware that, when the seven Supply Branches are

preparing their plans, demands of the Navy must not be interfered with. We are confident, moreover, that you know that it is necessary for the Army and Navy in the preparation of their joint plans to consider the essential needs of the Nation. Cooperation and team-work are at the root of all our plans.

If you have reached the conclusion that there is a definite problem and that that problem can be solved, great progress has been made. It is apparent that any scheme which must provide for the prompt assignment of tasks to several million industrial workers is a stupendous undertaking.

The solution of this problem is no one-man's task. In harmony with the spirit of the best American traditions we are providing for the defense of all the people by all the people. It would be impossible to hope for any reasonable approach toward accomplishment if it were not for the high spirit and great capacity of our business men, our manufacturers, our professional and scientific men. In the history of our civilization, in the oldest laws, the common law, and in our written law, this obligation of service resting upon our citizenship is one of the fundamental concepts of our people. We hold all real property in fee simple, the very meaning of which was, and is, that against this property there is no obligation whatever, except that of fief or fee, or the obligation to serve the State in case of war. The task becomes possible only because there exists in this country a body of willing, competent advisors and consultants greater in number and capacity than ever elsewhere marshalled to serve one flag. It is essential that you be competent to carry from the Army to Industry and from Industry to the Army this essential understanding which will eventually evolve plans adequate for our security.

By reason of your training in this college you now stand better prepared to bring these two great services, the Army and the Navy, closer together in the solution of common business problems, in the attainment of higher efficiency, and in the practice of sane economy. You realize the advantages of standardization of specifications between the two services, whether these specifications pertain to airplanes, tanks, guns, explosives or steel. You realize the necessity for conserving our strategic materials and for developing ways and means of obviating shortages of essential items and supplies in an emergency. You understand the advantage of utilizing commercial substitutes for military items especially when the latter may be difficult if not impracticable to obtain in the early stages of an emergency. You know that a sound organization is as essential to successful performance as a sound plan. By putting

this knowledge into practice you will aid our services in adopting the best business organization and method of procedure, in developing plans and specifications along the simplest lines, in holding down the cost of war reserves to the safest minimum; in short, your efforts will serve to promote economy and efficiency in our business transactions both in time of peace and in the event of war.

While you have absorbed a vast quantity and variety of facts during the course, emphasis has been placed on sound principles, doctrines and policies which the industrial activities of the world at peace and at war have developed. Facts and figures are subject to perpetual change, but fundamental principles serve as enduring guides to the successful accomplishment of your mission. I have stressed the fact that team work is essential. The several branches of the Army and Navy cannot expect to operate effectively in water-tight compartments. I have mentioned also that our planning is essentially democratic, that we require full cooperation from industry in the development and perfection of our plans. I have indicated that the more business like and simple our procedure the greater will be the economy and efficiency secured, the closer shall we approach the goal of providing the cheapest and best insurance against war which this Nation can carry.

We should never lose sight of the fact that our Army and Navy are America's best instruments for peace. While we strongly oppose competition in armaments we are equally resolved that our military forces shall ever be adequately prepared for national defense, prepared to defend the honor, freedom, justice and equality guaranteed our citizens by the Constitution. In your positions of authority and responsibility let this principle largely govern your actions. America stands alone among Nations in her position of economic independence. She covets no territory or resources of other nations; she desires only their good will. Nor are our people militaristic. We have set the example in reducing armament to the minimum for national security. The Army and the Navy are getting together in their plans to prevent war. No armament whatever is made under these plans, nor is any aggressive action taken. Our plans are purely of a defensive nature to insure national security. In fact they cannot be put into execution until the American people speak through their duly authorized representatives in Congress. Congress alone can make war; the Army and

Navy fight only after war has been declared. The main reason for the existence of our military forces is because they furnish a nucleus to keep our citizenry and our industries prepared to strike a speedy, powerful, and sustained blow against aggression. If the Army and the Navy fulfill this mission they will provide a most powerful plan for Peace.

Let me stress in closing that this high mission for the Army and the Navy demands that we be always motivated by a special esprit. We must exercise to the highest degree our individual initiative and, at the same time, realize that we are each but a small part of the whole machine.

Like the members of a well trained football team each must carry out the general plans for the play as indicated by the signals; but each must use his own skill, determination and energy in executing his part of the play most effectively. This is true discipline and makes for successful team-play, while leaving ample room for each individual to use his own judgment, initiative and ability in carrying out his own particular task.

General Foch, in his work on "The Principles of War" rounds out this thought in a way which can hardly be improved:

> "To be disciplined does not mean that one does not commit any breach of discipline; such a definition works for the rank and file, but not at all for a commander placed in any degree of the military hierarchy, least of all, therefore, for those who find themselves in the highest places.
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> "To be disciplined does not mean, either, that one only carries out an order received to such a point as appears to be convenient, fair, rational or possible. It means that one frankly adopts the thoughts and views of the superior in command, and that one uses all humanly practicable means in order to give him satisfaction..... It also means finding in <u>one's own will</u> the energy to face the risks involved in execution. In a high place, discipline implies mental activity and a display of will."

It now becomes my great privilege to present certificates of graduation to the Third Class to graduate from the Army Industrial College.