

ADDRESS BY
GENERAL MAXWELL D. TAYLOR
CHIEF OF STAFF, UNITED STATES ARMY
BEFORE THE CITADEL
CHARLESTON, SOUTH CAROLINA
SATURDAY, JANUARY 21, 1956 -- 10:00 AM (EST)

SOME REFLECTIONS ON THE SUBJECT OF LEADERSHIP

IN APPEARING BEFORE THE STUDENT BODY OF THE CITADEL,
WITH ITS LONG MILITARY TRADITION, I HAVE HAD NO RELUCTANCE
IN CHOOSING A MILITARY SUBJECT FOR DISCUSSION. I RECOGNIZE
IN THE CITADEL A CRADLE OF THE MILITARY TRADITIONS OF
SOUTH CAROLINA -- INDEED, OF THE ENTIRE SOUTH. IT IS AN
HONOR FOR ME TO APPEAR BEFORE YOU TO DISCUSS A SUBJECT
WHICH HAS ALWAYS BEEN DEAR TO MY HEART, THE SUBJECT OF
MILITARY LEADERSHIP.

I THINK THAT MOST OF US HAVE ACQUIRED FROM OUR
STUDIES OF HISTORY A GREAT INTEREST IN THE DISTINGUISHED
MILITARY NAMES THAT APPEAR ^{ON} IN ITS PAGES. HOW MANY
OF US HAVE LOOKED ON A PORTRAIT OF GENERAL LEE AND
WONDERED ABOUT THE QUALITIES WHICH HE POSSESSED, AND
SPECULATED ON THE REASONS FOR HIS GREAT HOLD ON HIS

SOLDIERS AND HIS SUCCESS IN LEADING THEM ON THE BATTLEFIELD?
SIMILARLY, THE MANY LEGENDS CLUSTERED ABOUT THE NAME OF
NAPOLEON CREATE IN MOST OF US A DEEP CURIOSITY OVER THE
NATURE OF THE MAN AND THE ATTRIBUTES WHICH ACCOUNT FOR
HIS SUCCESS.

LEADERSHIP IN THE ABSTRACT IS DIFFICULT TO ANALYZE
AND TO DEFINE. LIKE ELECTRICITY, IT CAN BE EXPLAINED
BY ITS EFFECTS MORE EASILY THAN BY A DETERMINATION OF ITS
ESSENTIAL NATURE. THE RESULTS OF GOOD MILITARY LEADER-
SHIP CAN BE ASSESSED IN TERMS OF VICTORIES WON, OF THE
ENEMY DESTROYED, AND OF MISSIONS ACHIEVED. HOWEVER,
IT IS ANOTHER MATTER TO DISSECT THE CHARACTER OF THE
LEADER RESPONSIBLE FOR THESE EFFECTS AND TO EXTRACT FOR
INSPECTION THOSE CHARACTERISTICS WHICH EXPLAIN THE RESULTS
HE ACHIEVED.

IN MY TALK THIS MORNING, I AM GOING TO CONSIDER ONLY AMERICAN MILITARY LEADERS. THERE WAS A TIME WHEN WE LOOKED ONLY ABROAD FOR EXAMPLES OF MILITARY LEADERSHIP, WHEN THE GREAT CAPTAINS WORTHY OF STUDY INCLUDED FEW, IF ANY, OF OUR COUNTRYMEN. AMERICAN MILITARY LEADERS, SOMEWHAT LIKE AMERICAN TENORS, HAVE BEEN SLOW TO GAIN RECOGNITION AT HOME.

HOWEVER, SINCE THE CIVIL WAR, THE WORLD-WIDE REPUTATION OF AMERICAN SOLDIERS HAS STEADILY INCREASED. ODDLY ENOUGH, HERE AT HOME WE HAVE BEEN THE LAST, PERHAPS, TO RECOGNIZE THE WORLD-WIDE REPUTATION OF AMERICAN ARMS. ALTHOUGH WE ARE QUICK TO BOAST OF THE HIGHEST WATERFALLS, OF THE DEEPEST CANYONS, OF THE MOST AUTOMOBILES, AND OF THE TALLEST SKYSCRAPERS, VERY FEW OF US EVER EXTEND OUR CHESTS AND BOAST OF THE QUALITY OF AMERICAN MILITARY LEADERSHIP.

YET THE FACTS REMAIN THAT AMERICAN MILITARY LEADERS HAVE FAR EXCELLED THE MILITARY FEATS OF THE GREATEST OF FOREIGN LEADERS. GENERAL EISENHOWER LIBERATED MORE TERRITORY THAN CAESAR CONQUERED. GENERAL CLARK LED TO VICTORY THE TROOPS OF MORE FOREIGN NATIONS THAN HANNIBAL WHOM PAST HISTORY HAS RECORDED AS THE MASTER OF COALITION WARFARE. ^{FOURTEEN} ~~ALMOST 18 HUNDRED~~

AMERICAN GENERALS IN WORLD WAR II HAD MORE TROOPS UNDER THEIR COMMAND THAN WERE EVER UNDER THE BANNERS OF

NAPOLEON.] THE UNITED STATES AS A NATION IN WORLD WAR II *participation* *which spread* CONDUCTED CAMPAIGNS AND CONQUERED AREAS VASTER IN SIZE

AND MORE WIDELY DISPERSED THAN THE CONQUESTS OF ANY OTHER NATION IN THE WORLD'S HISTORY.

ARE NOT THE MEN WHO LED THESE CAMPAIGNS WORTHY OF THE ATTENTION PREVIOUSLY LAVISHED ON FOREIGN MODELS?

I WOULD SAY YES, THAT WE ARE JUSTIFIED IN TURNING TO AMERICAN EXAMPLES FOR CASE STUDIES IN MILITARY LEADERSHIP. THERE IS THE ADDED ADVANTAGE THAT AT THE SAME TIME WE WILL BE STUDYING AMERICAN TROOPS, AND PROBING THE MILITARY CHARACTERISTICS OF OUR OWN PEOPLE.

THERE ARE A GREAT MANY FALLACIES EXPRESSED ABOUT LEADERSHIP. FOR EXAMPLE, IT IS SAID THAT MILITARY LEADERS ARE BORN AND NOT MADE. I DO NOT BELIEVE THAT FOR A MOMENT. OUR ENTIRE ARMY SCHOOL SYSTEM IS A TESTIMONIAL TO OUR BELIEF THAT LEADERSHIP CAN BE TAUGHT, AND THE SUCCESS OF ITS OFFICER GRADUATES TESTIFIES TO THE FACT THAT IT HAS BEEN TAUGHT. THIS SCHOOL SYSTEM BEGINS AT WEST POINT, EXTENDS THROUGH THE MANY SERVICE SCHOOLS TEACHING THE TECHNIQUES OF THE ARMS AND SERVICES, AND CULMINATES IN THE ARMY WAR COLLEGE AND THE NATIONAL

REVELATION. THE GOOD GENERAL DOES NOT AWAIT A
BRIGHT LIGHT, LIKE THAT WHICH APPEARED TO SAUL ON THE
WAY TO DAMASCUS, TO OBTAIN A VISION OF THE ROAD TO
VICTORY. IF HE HAS NOT BEHIND HIM A LIFETIME OF
PROFESSIONAL STUDY, IF HE HAS NOT BROUGHT TO THIS CAMPAIGN
DILIGENT PREPARATION, CAREFUL ANTICIPATION OF ALL POSSI-
BILITIES, AND A BODY OF MEN BELIEVING IN HIM AS THEIR
LEADER, IT IS MOST IMPROBABLE THAT HE WILL RECEIVE A
STROKE OF GENIUS TO BAIL HIM OUT IN A CRISIS.

WE HEAR SOMETIMES THAT SPECIAL GADGETS OR SPECIAL
FORMATIONS -- TRICKS, AS IT WERE -- ARE RESPONSIBLE FOR
SUCCESSFUL LEADERSHIP IN BATTLE. ONE READS OF THE
MAGIC OF THE DOUBLE ENVELOPMENT AT CANNAE AS EXPLAINING
THE GREAT SUCCESS OF HANNIBAL IN ANNIHILATING THE ROMANS.
THE MILITARY AS WELL AS LAYMEN ARE TAKEN IN. THE GERMAN

STRATEGISTS ADOPTED THE CULT OF THE DOUBLE ENVELOPMENT BEFORE WORLD WAR I AND MADE IT A FETISH OF THEIR MILITARY DOCTRINE. SIMILARLY, THE THEBAN PHALANX OF EPAMINONDAS OR THE OBLIQUE ORDER OF ATTACK OF FREDERICK THE GREAT ARE SOMETIMES CITED AS EXAMPLES OF MILITARY FORMATIONS WITH AN INTRINSIC CAPABILITY OF ASSURING SUCCESS. I BELIEVE THAT AN ANALYSIS OF THESE EXAMPLES WOULD REVEAL THAT SUCCESS DEPENDED ON DIFFERENT AND MORE IMPORTANT THINGS.

PUTTING ASIDE THESE FALLACIES AND RELATED CONSIDERATIONS OF WHAT LEADERSHIP IS NOT, LET US TAKE A POSITIVE APPROACH AND SEE IF IT IS POSSIBLE TO AGREE ON CERTAIN ATTRIBUTES WHICH APPEAR PRESENT IN MEN WHO HAVE EVINCED GOOD LEADERSHIP. IF I WERE ASKED WHAT WERE THE MOST IMPORTANT CHARACTERISTICS OF THE GREAT MILITARY LEADERS WHOM I HAVE KNOWN, OR HAVE STUDIED, I WOULD BE INCLINED

TO RESPOND THAT THESE COMMANDERS ALL HAVE HAD AT
LEAST THREE CHARACTERISTICS IN COMMON. FIRST, THEY
HAD THE GIFT OF HUMAN UNDERSTANDING. NEXT, THEY WERE
MEN OUTSTANDING FOR THEIR OBVIOUS PROFESSIONAL COMPETENCE.
AND FINALLY, THEY WERE MEN OF STRONG AND INDEPENDENT
CHARACTER. NOW, LET ME TALK ABOUT EACH ONE OF THESE
CHARACTERISTICS IN ^{turn,} ~~THAT ORDER~~.

I WOULD REMIND YOU THAT THE AMERICAN LEADER HAS
RARELY HAD THE OPPORTUNITY TO COMMAND PROFESSIONAL
SOLDIERS IN TIME OF WAR. IF YOU LOOK BACK ON OUR HISTORY,
YOU WILL SEE THAT WASHINGTON, LEE, PERSHING, EISENHOWER --
ALL BUILT THEIR ARMIES FROM CITIZEN-SOLDIERS. IT HAS BEEN
THE PROBLEM OF PROVIDING LEADERSHIP FOR THE CITIZEN-
SOLDIER THAT HAS CONFRONTED EVERY GREAT LEADER IN EVERY
ONE OF OUR WARS. PERHAPS WE SHOULD CONSIDER SOME OF

THE CHARACTERISTICS OF THIS CIVILIAN WHO IN TIME OF WAR
MUST BE CONVERTED INTO A SOLDIER.

IN THE FIRST PLACE, HE USUALLY JOINS EITHER ^{*The Army*}
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RELUCTANTLY OR WITH CONSIDERABLE TREPIDATION. HE
KNOWS LITTLE ABOUT MILITARY LIFE AND WHAT HE HAS HEARD
ISN'T GOOD. ONCE IN UNIFORM HE FINDS HIMSELF IN A
STRANGE ENVIRONMENT. HE MISSES HIS FAMILY AND HIS
FRIENDS AND FEELS ALONE AMONG STRANGERS. SURROUNDED
BY STRANGE INSTITUTIONS AND CUSTOMS, HE FEELS VAGUELY
THREATENED BY THE UNFAMILIAR PRESENT AND EVEN MORE BY
THE UNCERTAIN FUTURE. HIS CONCEPTION OF WAR AND BATTLE
HAS BEEN DISTORTED BY ^{*misleading*} ~~FALSE~~ LITERATURE -- IN MODERN TIMES,
ABETTED BY HOLLYWOOD. AT SUCH A TROUBLED TIME, THE
CITIZEN-SOLDIER NEEDS SOMEONE IN WHOM HE CAN HAVE
CONFIDENCE, SOMEONE WHO WILL BUILD UP ^{*the*} HIS FEELING THAT

HE IS A PROTECTED HUMAN ENTITY. THAT SOMEONE
SHOULD BE HIS MILITARY LEADER. IF HIS COMMANDER DOES
NOT HAVE THE CAPACITY TO FILL THIS NEED, HE WILL NEVER
GET THE MOST FROM ^{the} ~~THE~~ RECRUIT. I BELIEVE THAT, IF YOU
WILL READ THE PAGES OF OUR HISTORY CAREFULLY, YOU WILL
FIND THAT NO AMERICAN COMMANDER EVER ROSE TO GREATNESS
WHO DID NOT HAVE THIS CAPACITY. ^{the ability to} ~~THEY~~ CONVINCED THEIR
CITIZEN-SOLDIERS THAT THEY PUT THEM FIRST AND PRIZED
THEM ABOVE ALL ELSE. IN OTHER WORDS, ~~THEY~~ THEY HAVE ^{HAD}
THE GIFT OF HUMAN UNDERSTANDING.

FEW LEADERS IN ALL HISTORY HAVE HAD THE WHOLE-
HEARTED SUPPORT OF THEIR MEN TO THE EXTENT THAT THE
ARMY OF NORTHERN VIRGINIA WAS DEVOTED TO THEIR COMMANDER,
ROBERT E. LEE. WHILE MUCH OF THIS SUPPORT CAN BE
ATTRIBUTED TO THE PROFESSIONAL QUALITIES OF GENERAL LEE,

A LARGE MEASURE OF HIS SUCCESS WAS DUE TO THE FACT THAT THE ARMY KNEW THAT GENERAL LEE DID HIS BEST TO PROVIDE FOR THEIR WELFARE. HE WAS LOYAL TO THEM, AND THEY WERE LOYAL TO HIM. WHEN HE ORDERED THEM TO DIG ENTRENCHMENTS -- WORK WHICH ALL SOLDIERS HATE -- THEY KNEW THAT THE WORK WAS NECESSARY AND WAS DONE TO PROTECT THEIR LIVES. THEY KNEW WHEN HE ORDERED THEM INTO BATTLE THAT HE HAD WISELY PLANNED SO THAT THEY COULD SUCCEED WITH MINIMUM LOSSES. SOLDIERS WERE NOT "CANNON FODDER" TO GENERAL LEE. THEY WERE COMRADES ASSOCIATED IN THE COMMON ENTERPRISE OF DEFEATING THE ENEMY AND SERVING A CAUSE TO WHICH THEY WERE ALL DEVOTED. FURTHERMORE, HIS SOLDIERS KNEW THAT THIS COMRADESHIP WAS NO MERE LIP SERVICE, FOR GENERAL LEE LIVED JUST AS SIMPLY AS THEY ~~RED~~. HIS TABLE WAS NO BETTER THAN THEIRS AND

OFTEN WORSE. THE GIFTS OF FOOD WHICH HE RECEIVED FROM FRIENDS, GENERAL LEE WOULD SEND TO THE HOSPITALS FOR THE WOUNDED. THE DEVOTION WHICH HIS CONDUCT ENGENDERED IN HIS MEN ACCOUNTS MORE FOR HIS SUCCESS, I BELIEVE, THAN THE BRILLIANCE OF HIS TACTICAL MANEUVERS. GENERAL LEE ENJOYED THE GIFT OF HUMAN UNDERSTANDING.

OUR SUCCESSFUL AMERICAN LEADERS, THROUGH THEIR GIFTS OF UNDERSTANDING PEOPLE, HAVE *demonstrated* UNDERSTOOD THE ART OF WELDING INDIVIDUALS INTO UNITS, WHERE THEIR SEPARATE STRENGTHS ARE MULTIPLIED AS PARTS OF A GREATER WHOLE. FROM THE TIME THE CITIZEN-SOLDIER JOINS A UNIT, HE MUST BE MADE TO FEEL THAT THE UNIT IS HIS HOME, THAT HIS FELLOW SOLDIERS ARE HIS COMRADES. THIS WORK OF INDOCTRINATION MUST START FROM THE FIRST DAY OF A MAN'S SERVICE. THAT IS THE MOMENT THE ALERT COMMANDER WILL SEIZE TO CONVINC

THE RECRUIT THAT HE IS IN THE BEST OUTFIT IN THE ARMY.
HE WILL LEARN ITS HISTORY AND QUICKLY COME TO FEEL THAT
IT IS A GREAT HONOR TO BELONG TO SUCH AN OUTFIT. HE
WILL HEAR DAILY THE THEME: "YOU, THE RECRUIT, ARE JOINING
A PROVED OUTFIT WHICH IS GLAD TO HAVE YOU. IT WILL LOOK
AFTER YOU, BUT YOU MUST LOOK AFTER ITS REPUTATION.
ITS PAST HISTORY HAS BEEN PAID FOR BY THE BLOOD OF THE
KILLED AND WOUNDED. IT IS UP TO YOU, THE RECRUIT, TO
LIVE UP TO THE RECORD OF THESE MEN WHO HAVE MADE HISTORY."

PROPAGANDA WITHOUT SUBSTANCE WILL, OF COURSE,
FAIL. THE RECRUIT MUST BE ABLE TO VERIFY IN HIS DAILY
LIVING THAT THE UNIT IS AS GOOD AS HE HAS BEEN TOLD. THE
COMMANDER MUST SHOW BY HIS BEHAVIOR THAT THE "OLD MAN"
IS ALWAYS ON THE JOB, THAT HE SEES THAT THE RATIONS COME
UP IN TIME, THAT THE MAIL IS NEVER DELIVERED LATE, AND

THAT HE IS ALWAYS LOOKING FOR BETTER CONDITIONS SO AS
TO IMPROVE THE LOT OF HIS MEN. IF ON ALL SIDES THERE
IS THIS COMMON TIE OF SERVICE -- OF THE COMMANDER SERVING
OF THE
HIS MEN, MEN SERVING THE COMMANDER -- THIS WILL BE A UNIT
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TRULY FORMIDABLE IN BATTLE. ~~ITS CITIZEN SOLDIERS WILL~~
~~PERFORM ACCORDING TO THEIR HIGHEST POTENTIAL.~~

AFTER WORLD WAR II, MANY STUDIES WERE MADE TO
DETERMINE WHY MEN FIGHT. ALTHOUGH MANY REASONS
WERE DISCOVERED, THE OUTSTANDING ONE WAS SIMPLY THIS:
A MAN FOUGHT AND REFUSED TO RUN AWAY BECAUSE OF HIS
OWN SELF-RESPECT AND THE ATTENDANT DESIRE TO RETAIN
THE CONSIDERATION OF HIS COMRADES. ALTHOUGH I COMMANDED
A VERY PROUD DIVISION, THE 101ST AIRBORNE, I ALWAYS DIS-
COVERED IN MY CONVERSATIONS WITH MY MEN THAT IT WAS
NOT THE DIVISION'S REPUTATION PARTICULARLY WHICH STIRRED

THEM TO ACTION. IT WAS RATHER BAKER COMPANY, OR CHARLIE COMPANY, OF SOME PARTICULAR REGIMENT, AND THE NEXUS OF PERSONAL RELATIONSHIPS BETWEEN THE MEN OF THE SQUAD, OF THE PLATOON, AND OF THE COMPANY.

I ALWAYS TALKED TO MY RECRUITS WHO JOINED THIS DIVISION, PARTICULARLY ANXIOUS TO DISCOVER WHY THEY HAD VOLUNTEERED FOR PARACHUTE DUTY. I WOULD GO ALONG THE LINE TALKING TO EACH MAN AND ASKING WHY HE HAD VOLUNTEERED. USUALLY I GOT SOME CHESTY KIND OF REPLY, BUT ON ONE OCCASION I RECEIVED ONE WHICH TRULY APPEALED TO ME. I ASKED THIS YOUNG PARACHUTIST DID HE LIKE TO JUMP OUT OF AIRPLANES. HE CAME BACK QUICKLY, "NO, SIR!" SURPRISED, I ASKED, "WELL, THEN, WHY DID YOU VOLUNTEER TO JUMP OUT OF AIRPLANES?" HE SAID, "SIR, I LIKE TO BE WITH MEN WHO DO LIKE TO JUMP OUT OF AIRPLANES." I SHOOK HANDS WITH HIM

AND SAID, "SOLDIER, THAT MAKES TWO OF US." THAT RESPONSE
IS A GOOD ANSWER TO THE QUESTION OF WHY MEN FIGHT. MEN
FIGHT, NOT BECAUSE THEY WOULD NOT PREFER TO RUN AWAY,
BUT BECAUSE THEY PREFER EVEN MORE THE ASSOCIATION OF
MEN WHO DO LIKE TO FIGHT.

A CLINCHING EVIDENCE OF THE POSSESSION OF HUMAN
UNDERSTANDING ON THE PART OF A SUCCESSFUL LEADER IS
HIS ABILITY TO TREAT MEN AS INDIVIDUALS AND NOT AS ARMY
SERIAL NUMBERS. AMERICAN TROOPS, IN PARTICULAR,
RESENT ANY SUGGESTION THAT THEY ARE WITHOUT INDIVIDUALITY,
THAT THEY ARE CIPHERS AND NOT PEOPLE. THEY WANT TO BE
KNOWN FOR THEMSELVES AND WILL RESIST ANY EFFORTS TO
MOLD THEM INTO AN ANONYMOUS PATTERN.

EVERY GREAT SOLDIER HAS SUCCEEDED IN CONVINCING
HIS MEN THAT HE KNOWS AND RESPECTS THEM AS INDIVIDUALS.

TO ACCOMPLISH THIS END HE GOES AMONG HIS MEN, FREELY
MINGLING WITH THEM AND GIVING THE SOLDIERS A CHANCE TO
LOOK HIM OVER AND SIZE HIM UP. AN OFFICER WHO BARRICADES
HIMSELF BEHIND HIS RANK IS PROPERLY SUSPECTED OF HAVING
WEAKNESSES TO CONCEAL -- PROBABLY MORE THAN HE REALLY
HAS. THE SUCCESSFUL COMMANDER CLAIMS NO INFALLIBILITY
AND IS NOT AFRAID TO EXPOSE HIMSELF TO CLOSE VIEW.
INSTEAD, HE IS OFTEN SEEN AMONG HIS MEN. HE LEARNS
THEIR SURNAMES AND CALLS THEM BY NAME AT EVERY OPPOR-
TUNITY. IT IS SAID OF CAESAR THAT HE NEVER LACKED A
PLEASANT WORD FOR HIS SOLDIERS. HE REMEMBERED THE
FACE OF ANYONE WHO HAD DONE A GALLANT DEED AND, WHEN
NOT IN THE PRESENCE OF THE ENEMY, JOINED HIS MEN IN
SOLDIER GAMES. SUCH HUMAN ACTS AS THESE INSPIRED HIS
LEGIONNAIRES WITH A DEVOTION THAT WENT FAR TO ACCOUNT
FOR HIS SUCCESS AS A GREAT CAPTAIN.

A COMMANDER SHOWS UNDERSTANDING OF THE KIND WE
ARE DISCUSSING IF HE GOES OUT OF HIS WAY TO EXPLAIN THE
NEED OF HIS ORDERS AND THE REASON FOR THE ACTIONS REQUIRED
OF HIS MEN. DURING THE LAST WAR, MOST SUCCESSFUL
GENERALS WENT TO GREAT PAINS IN EXPLAINING THEIR DETAILED
PLANS IN ADVANCE OF ASKING TROOPS TO EXECUTE THEM.
IN OUR AMERICAN LANDINGS IN NORTH AFRICA, IN SICILY, AT
SALERNO, AND IN NORMANDY, COMMANDERS WERE MOST CAREFUL
TO BRIEF THEIR MEN THOROUGHLY ON WHAT TO EXPECT AND
WHY. THEY REMEMBERED THE WORDS OF GENERAL VON STEUBEN,
WHO WROTE BACK TO GERMANY FROM AMERICA DURING THE
REVOLUTION: "THE GENIUS OF THIS AMERICAN NATION IS NOT
THE LEAST TO BE COMPARED WITH THAT OF THE PRUSSIANS,
AUSTRIANS, OR FRENCH. YOU SAY TO YOUR SOLDIER, 'DO THIS'
AND HE DOETH IT. BUT I AM OBLIGED TO SAY, 'THIS IS THE

REASON WHY YOU OUGHT TO DO THAT' AND THEN HE DOES IT."

THIS EXPLAINING OF "WHY" TO THE TROOPS GOES BEYOND THE

NEED FOR AN EXPLANATION OF INDIVIDUAL BATTLES OR

CAMPAIGNS. IT SHOULD COVER THE ENTIRE QUESTION OF

"WHY WE FIGHT." NOTHING KEEPS A MAN GOING IN WAR LIKE

A STRONG BELIEF IN HIS CAUSE. WE NEED ONLY RECALL THE

FERVOR WHICH SUSTAINED THE SOUTHERN STATES IN THE CIVIL

WAR. IT WAS THE CONFEDERATE SOLDIER'S LOVE OF HIS

CAUSE THAT KEPT HIM GOING FOR FOUR LONG YEARS, WHEN HE

WAS POORLY EQUIPPED, SELDOM FED, AND NEARLY ALWAYS

FIGHTING AGAINST GREAT ODDS. IT WAS ONLY WHEN A

SIMILAR SPIRIT BECAME COMMON AMONG THE ARMIES OF THE

NORTH THAT THE TIDE OF VICTORY TURNED ~~AGAINST THE SOUTH.~~

I THINK THAT THIS DISCUSSION OF THE NEED FOR HUMAN
UNDERSTANDING AS AN ELEMENT OF SUCCESSFUL LEADERSHIP

CAN BE SUMMED UP BY SAYING THAT IT IS THE EXERCISE OF
COMMON SENSE IN HUMAN RELATIONS. THERE ARE TIMES TO
BE STERN; THERE ARE TIMES TO BE LENIENT; THERE ARE TIMES
TO BE EXACTING; AND THERE ARE TIMES TO BE TOLERANT.
THIS FEELING FOR THE RIGHT COURSE OF ACTION TO BE TAKEN
WITH MEN APPEARS, SOMETIMES, TO BE INSTINCTIVE IN SOME
LEADERS AND OFTEN LACKING IN OTHERS. BUT IT CAN BE
CULTIVATED AND DEVELOPED BY ALL.

THE SECOND OF THE TRIO OF VIRTUES OF THE SUCCESSFUL
LEADER IS PERSONAL PROFESSIONAL COMPETENCE. THE
LEADER MUST KNOW HIS BUSINESS AND THE MEN MUST KNOW THAT
HE KNOWS. WAR IS A TERRIBLY SERIOUS MATTER AND OUR
CITIZEN-SOLDIERS WANT THEIR LIVES PROTECTED BY EXPERTS.
THERE MAY BE THE TENDENCY TO BELITTLE THE PROFESSIONAL
SOLDIER IN TIME OF PEACE; BUT WHEN WAR COMES, OUR CITIZENS

WANT TO FEEL THAT THEIR DESTINY IS IN THE HANDS OF
PROFESSIONALS. TO BECOME THIS PROFESSIONAL, AN
OFFICER MUST DEVOTE HIS LIFE TO CONSTANT STUDY AND SELF-
IMPROVEMENT. HE WILL NEED TO PREPARE HIMSELF BY
STUDY, BY ACTUAL COMMAND OF SMALL UNITS AND, MOST
IMPORTANTLY, BY UNENDING REFLECTION ON ~~THE ART OF WAR~~
~~FOR~~ THE EXACTING REQUIREMENTS OF PROFESSIONAL LEADER-
SHIP IN FUTURE WAR.

AT WEST POINT, I OFTEN TRIED TO DETERMINE A RELATION-
SHIP BETWEEN CADET RECORDS AND SUBSEQUENT SUCCESS IN
THE ARMY. I WOULD LIKE TO REPORT THAT SCHOLARSHIP --
THAT IS, HIGH CLASS STANDING -- ACCOUNTS FOR SUCCESS IN THE
ARMY. I MUST REPORT IN ALL HONESTY THAT THE RECORD
PROVES NO SUCH THING. AN EXAMINATION OF THE ~~RECORDS~~^{STANDING}
OF SUCCESSFUL WORLD WAR II GENERALS INDICATES THAT IT IS

ONLY A SLIGHT ADVANTAGE TO GRADUATE IN THE UPPER HALF
OF THE CLASS RATHER THAN IN THE LOWER HALF. EVEN THE
VERY TAIL OF THE CLASS -- THE IMMORTAL GOATS, AS WE CALL
THEM -- HAVE CONTRIBUTED THEIR PART TO AMERICAN
GENERALSHIP. IN CIVIL WAR TIMES, GEORGE CUSTER AND
GEORGE PICKETT WERE BOTH LAST IN THEIR CLASSES AT WEST
POINT. SEVERAL OF OUR MOST SUCCESSFUL GENERALS IN
WORLD WAR II WERE IN THE LOWEST ACADEMIC TEN PERCENT.
IT TOOK GEORGE PATTON FIVE YEARS TO COMPLETE THE FOUR-
YEAR COURSE.

I WOULD SAY, HOWEVER, THAT IN EXAMINING THE RECORDS
OF THESE OUTSTANDING INDIVIDUALS WHO HAD DONE POORLY AS
CADETS, THERE SEEMS ALWAYS TO HAVE BEEN A FACTOR PRESENT
WHICH, PERHAPS, ACCOUNTS FOR THEIR SUBSEQUENT RECORDS.

IN MOST OF THE CASES WHICH I PERSONALLY KNOW, THESE OFFICERS WERE SLOW IN STARTING BUT SURE AND STEADY IN PROGRESS. THEY WERE MEN WHO NEVER CEASED TO GROW AND EXPAND. THEIR MINDS WERE CONSTANTLY REACHING OUT AS THEIR EXPERIENCE INCREASED. I BELIEVE THAT THE CAPACITY AND WILL TO GROW IS A MOST IMPORTANT FACTOR IN POSTGRADUATE SUCCESS AND ONE DIFFICULT TO EVALUATE IN UNDERGRADUATE DAYS. HENCE, IT IS DANGEROUS TO CONCLUDE TOO SOON THAT A MAN HAS NO APTITUDE FOR THE MILITARY SERVICE. HE MAY BE A SLOW STARTER BUT ONE WHO GRADUALLY ACCELERATES IN MOVING TOWARD HIS GOAL.

EVEN WITH THE GIFTS OF HUMAN UNDERSTANDING AND OF PROFESSIONAL COMPETENCE ARISING FROM CAREFUL TRAINING, OUR MILITARY LEADER WILL NOT BE COMPLETE WITHOUT THE

THIRD ATTRIBUTE OF GREATNESS; NAMELY, CHARACTER --

CHARACTER WHICH REFLECTS INNER STRENGTH AND JUSTIFIED

CONFIDENCE IN ONESELF. TO GIVE AN IMPRESSION OF

STRENGTH, A LEADER MUST CONSIDER HIS PERSONAL APPEARANCE,

HIS PHYSICAL CONDITION, HIS TONE OF VOICE, HIS METHOD OF

LIFE -- ALL OF THOSE THINGS WHICH GIVE AN IMPRESSION OF HIS

CHARACTER TO THOSE WHO FOLLOW HIM. THIS DOES NOT

MEAN THE DEVELOPMENT OF AN ARTIFICIAL PERSONALITY.

ALL OF US HAVE CERTAIN BASIC TRAITS WHICH ARE GIVEN US

AT BIRTH. WE ALL HAVE A CORE OF PERSONALITY WHICH

CANNOT BE TAMPERED WITH BUT WHICH CAN BE CONSTANTLY

DEVELOPED. A FACADE OF SHAM WILL NOT SERVE. IF

YOU WOULD HAVE YOUR TROOPS BELIEVE THAT YOU ARE STRONG,

YOU MUST BE STRONG. IF YOU WOULD TEACH THEM TO BE

RUGGED, YOU MUST AVOID THE SOFT LIFE YOURSELF. IF YOU

WOULD HAVE YOUR MEN BE BRAVE, YOU MUST YOURSELF SET
AN EXAMPLE OF VALOR.

TO BRING THE FULL FORCE OF HIS CHARACTER TO BEAR
EFFECTIVELY UPON HIS MEN, A LEADER MUST RESORT TO EVERY
DEVICE OF PERSONAL LEADERSHIP. I HAVE HEARD IT SAID
THAT THE DAY IS PAST IN MODERN WAR WHEN THE LEADER CAN
PLACE HIMSELF IN FRONT OF HIS MEN AND INSPIRE THEM ~~TO~~ ^{TO}
ACTION IN THE TRADITION OF THE CIVIL WAR BRIGADIERS WHO
CHARGED ON FOOT OR ON HORSEBACK AT THE HEAD OF THEIR
MEN. I DO NOT BELIEVE THIS FOR A MOMENT. PERSONAL
LEADERSHIP IS STILL POSSIBLE WITHIN LIMITS, AND WITHIN
THOSE LIMITS IT IS THE DUTY OF THE COMMANDER TO SUPPLY
IT. GENERAL DOOLITTLE ELECTRIFIED A DISCOURAGED ALLIED
WORLD BY HIS PERSONAL LEADERSHIP WHEN HE FLEW HIS B-25
OFF THE FLIGHT DECK OF THE HORNET IN THE FIRST RETALIATORY

AIR ATTACK ON JAPAN. GENERAL PATTON WAS A MODEL TO HIS OFFICERS AND MEN BY HIS PERSONAL INTERVENTION ON THE BATTLEFIELD; THERE WAS NO POINT ON THE FRONT WHERE HE, AN ARMY COMMANDER, DID NOT GO AND SHOW HIMSELF TO HIS TROOPS. YOUR OWN ^{President} COMMANDANT, GENERAL CLARK, WAS EQUALLY CONSPICUOUS IN HIS PERSONAL INTERVENTION IN BATTLE AND HIS APPEARANCE AT THE MOST PERILOUS SPOT OF THE ACTION.

WHERE A PATTON IMPRESSED HIS CHARACTER BY DASH AND FLAMBOYANT GALLANTRY, A BRADLEY WAS EQUALLY IMPRESSIVE IN AN ENTIRELY DIFFERENT WAY. I ALWAYS REMEMBER GENERAL BRADLEY'S FINAL CONFERENCE WITH HIS GENERALS AT BRISTOL IN ENGLAND BEFORE THE TAKE-OFF FOR NORMANDY. HE REVIEWED OUR PLANS FOR THE CAMPAIGN, CONDUCTED THE TACTICAL DISCUSSIONS HIMSELF, AND DISPLAYED

A SURPRISINGLY INTIMATE KNOWLEDGE OF THE PROPOSED
ACTIONS OF THE SMALLEST UNITS OF HIS ARMY. HE GAVE
A SUGGESTION HERE AND OFFERED HELP THERE, AND SHOWED THE
ENTIRE GATHERING THE EXTENT OF HIS PERSONAL COMPETENCE
AS A HIGH COMMANDER. WHEN THE MEETING CAME TO A CLOSE,
HE OBVIOUSLY FELT THAT SOME WORDS WERE NEEDED TO LAUNCH
THE GREATEST MILITARY ENTERPRISE IN HISTORY. BUT
GENERAL BRADLEY, GREAT MAN THAT HE IS, IS NOT AN
ORATOR. HE STOOD UP BEFORE THE GATHERING, CLASPED
HIS HANDS BEHIND HIS BACK, LOOKED THE GROUP OVER, AND
GULPED HIS ADAM'S APPLE. HIS EYES GOT A LITTLE DAMP
AS HE LOOKED ABOUT HIM; AND THEN HE SAID QUIETLY,
"GOODBYE. GOOD LUCK." THAT WAS ALL. BUT HIS
COMMANDERS WENT OFF DETERMINED TO WIN A VICTORY FOR
BRADLEY IN NORMANDY.

I HAVE NOW DISCUSSED AT SOME LENGTH THE THREE
QUALITIES WHICH I THINK ALL SUCCESSFUL LEADERS HAVE HAD
AND MUST HAVE: HUMAN UNDERSTANDING, PROFESSIONAL
COMPETENCE, AND STRENGTH OF CHARACTER. WHAT CAN
THE LEADER ACCOMPLISH WHO DEVELOPS ALL THESE ATTRIBUTES
IN FELICITOUS COMBINATION?

FIRST AND FOREMOST, HE CAN EXPECT TO GET THE BEST
OUT OF HIS TROOPS. AND AMERICAN TROOPS AT THEIR BEST
ARE WITHOUT EQUAL. NO FOREIGN ARMY CAN COMPARE
WITH OURS WHEN THE LATTER IS PROPERLY LED. AMERICAN
SOLDIERS HAVE COURAGE, PHYSICAL VIGOR, INITIATIVE, AND
DASH. ALL OF THESE ARE RICH TALENTS WHICH THEY BRING
AND PLACE AT THE DISPOSAL OF THE COMMANDER WHO KNOWS
HOW TO UNIFY THEM WITH THE CATALYST OF TRUE DISCIPLINE.

THE DISCIPLINE I MEAN IS THAT WHICH BINDS IN FELLOWSHIP --
THE KIND WHICH PRODUCES THE WILLING AND CHEERFUL
SUBORDINATION OF THE INDIVIDUAL TO THE SUCCESS OF THE
TEAM. DO NOT CONFUSE THIS KIND OF DISCIPLINE WITH THE
EXTERNAL APPEARANCES OF CONVENTIONAL DISCIPLINE, THE
SALUTE, THE KNOCK ON THE ORDERLY-ROOM DOOR, OR THE
FORMULA OF DEFERENCE TO SUPERIORS -- IN SHORT, MILITARY
COURTESY AS IT IS PRESCRIBED IN OUR FIELD MANUALS.
THE LATTER HAS ITS PLACE, PARTICULARLY IN A PEACETIME
ARMY. BUT THEY ARE NOT THE INDICES OF THE DISCIPLINE
WHICH REALLY COUNTS. THE ARMY OF NORTHERN VIRGINIA
WOULD HAVE RATED VERY LOW IN MILITARY DISCIPLINE IN
THIS RESTRICTED SENSE. IT WOULD NEVER HAVE WON A
"FIRST LINE" AT A CITADEL PARADE; BUT BY ITS SPIRIT, IT
WON A PLACE AMONG THE GREAT FIGHTING UNITS OF ALL TIMES --

ALONGSIDE OF XENOPHON'S TEN THOUSAND, CAESAR'S TENTH
LEGION, AND NAPOLEON'S OLD GUARD. AMERICAN TROOPS
WITH THEIR NATURAL QUALITIES, PLUS SUCH DISCIPLINE, ARE
IRRESISTIBLE.

I WOULD CLOSE THIS DISCUSSION BY ASKING A QUESTION.
ARE THE REQUIREMENTS OF MILITARY LEADERSHIP BECOMING
MORE DIFFICULT IN THIS CHANGING PERIOD OF WARFARE? AND
I WOULD ANSWER ~~TEXT~~ BY SAYING: THE REQUIREMENTS FOR
CHARACTER AND HUMAN UNDERSTANDING HAVE BEEN WITH
MILITARY LEADERS OF EVERY AGE AND REMAIN RELATIVELY
CONSTANT. ON THE OTHER HAND, THE REQUIREMENTS OF
PROFESSIONAL COMPETENCE BECOME GREATER AS OUR WEAPONS
SYSTEMS BECOME MORE COMPLICATED AND AS THE POSSIBLE
COMBINATIONS OF MILITARY FORCE BECOME MORE GREATLY
DIVERSIFIED.

WITH NEW ADVANCES IN TECHNOLOGY OUR LEADERS
MUST LEARN MORE OF THE LANGUAGE OF SCIENCE. WITH A WIDER
DISTRIBUTION OF ARMY FORCES AND INTERESTS ABOUT THE WORLD
THEY MUST SPEAK ALSO THE LANGUAGE OF POLITICS AND
DIPLOMACY -- NEVER FORGETTING THAT THEY ARE SOLDIERS.
THUS, THE ATTAINMENT OF PROFESSIONAL COMPETENCE IS AN
EVER-WIDENING REQUIREMENT. HENCE IT IS THAT I LOOK TO
CIVILIAN SCHOOLS AND COLLEGES LIKE THE CITADEL IN THE
EXPECTATION THAT THEY WILL SUPPLEMENT OUR MILITARY
SCHOOL SYSTEM IN PROVIDING THE FUTURE LEADERS WHICH THE
NATION WILL REQUIRE. THE ARMY OF THE FUTURE HAS A PLACE
FOR ALL TALENTS, FOR THOSE OF THE ARTISAN, THE BUSINESS
MAN, THE SCIENTIST, THE SCHOLAR -- YES, FOR THE GENIUS.

IT IS FOR THIS REASON THAT I URGE THE ADOPTION OF A
SLOGAN REFLECTING THE NEED FOR CONSTANTLY IMPROVED

MILITARY LEADERSHIP. IF WE ARE TO SURVIVE AS A NATION,

WE CAN AFFORD ONLY AN ARMY WHICH IS ~~AN ARMY~~ SECOND TO

NONE, WITH LEADERS SECOND TO NONE. THAT IS WHY I SAY

OUR NATIONAL SLOGAN SHOULD BE, "LET US PUT THE BEST HEADS

OF AMERICA INTO THE ARMY CAPS OF TOMORROW." I HOPE

THAT SOME OF ^{THE} ~~THESE~~ BEST HEADS IN THIS AUDIENCE ^{of the CITADEL} WILL SOME

DAY FIND THEMSELVES IN THE CAR^S OF THE UNITED STATES ARMY.

THANK YOU.

-END-