

ADDRESS BY
GENERAL MAXWELL D. TAYLOR
CHIEF OF STAFF, UNITED STATES ARMY
AT THE ANNUAL DINNER OF THE
ASSOCIATION OF MILITARY COLLEGES AND SCHOOLS
OF THE UNITED STATES
CHINESE ROOM, MAYFLOWER HOTEL, WASHINGTON, D. C.
TUESDAY, MARCH 13, 1956 -- 7:30 P.M. (EST)

REQUIREMENTS OF MODERN MILITARY LEADERSHIP

I APPRECIATE VERY MUCH BEING INVITED TO ADDRESS THIS MEETING OF THE ASSOCIATION OF MILITARY COLLEGES AND SCHOOLS. AS I LOOK AT THE LIST OF THE MILITARY SCHOOLS AFFILIATED WITH THIS ASSOCIATION, I CANNOT BUT BE IMPRESSED WITH THEIR IMPORTANT CONTRIBUTION OVER THE YEARS TO THE EDUCATED LEADERSHIP, CIVIL AND MILITARY, OF OUR COUNTRY. I HAVE THE FEELING OF ADDRESSING COLLEAGUES AND COLLABORATORS SHARING WITH ME A SENSE OF URGENCY ABOUT THE NEEDS FOR THE DEVELOPMENT OF AMERICAN LEADERSHIP.

AN ARMY OFFICER IS RECURRENTLY A STUDENT OR A TEACHER. IN REVIEWING MY OWN MILITARY CAREER I FIND THAT, OUT OF 34 YEARS' SERVICE AS AN OFFICER, I HAVE SPENT 13 AS A STUDENT AND 9 AS A TEACHER. MY TEACHING

HAS BEEN CONCENTRATED AT WEST POINT, WHERE I CAME TO
KNOW THE HAPPINESS WHICH CAN BE DERIVED FROM ASSOCIATION
WITH YOUNG MEN IN THE FORMATIVE PERIOD OF THEIR LIVES.

I ENVY YOU GENTLEMEN WHO HAVE MADE IT YOUR LIFE'S

WORK TO SHAPE THE MINDS AND HEARTS OF COUNTLESS

THOUSANDS OF YOUNG MEN. I SALUTE YOUR CONTRIBUTION

TO
OF AMERICAN LEADERSHIP.

AS CHIEF OF STAFF, MY CONCERN IS NATURALLY ONE

WHICH DIRECTS ITSELF PRIMARILY TOWARD THE LEADERSHIP

PROBLEMS

~~REQUIREMENTS~~ OF THE ARMY. FEELING THAT THE SUBJECT

WILL NOT RING FOREIGN TO YOUR EARS, I HAVE UNDERTAKEN

TOPIC

AS MY ~~SUBJECT~~ TONIGHT SOME OF THE REQUIREMENTS OF

MODERN MILITARY LEADERSHIP.

AS I GO ABOUT THE COUNTRY, I FREQUENTLY HAVE

OCCASION TO TALK ABOUT THE NEED OF THE ARMY FOR MEN

OF ABILITY TO PROVIDE ITS FUTURE LEADERS. I FIND A
GREAT INTEREST AMONG OUR CITIZENS IN THIS SUBJECT OF
MILITARY LEADERSHIP AND THE WAYS AND MEANS WHEREBY
THE ARMY PREPARES ITSELF TO FIGHT FUTURE WARS. I AM
OFTEN ASKED, DO THE REQUIREMENTS FOR LEADERSHIP IN
MODERN WAR EXCEED THOSE OF THE PAST; AND IS IT BECOMING
MORE DIFFICULT TO FIND ADEQUATE LEADERS FOR THE ARMY
UNDER THE COMPLEX CONDITIONS OF PRESENT AND FUTURE
CONFLICT?

IT IS NOT EASY TO ANSWER SUCH QUESTIONS IN A FEW
WORDS BECAUSE IT REQUIRES, FIRST, AN ANALYSIS OF THE
ATTRIBUTES OF MILITARY LEADERSHIP. THIS IS A SUBJECT
WHICH HAS RECEIVED THE ATTENTION OF MANY STUDENTS OF
WAR, BUT THEIR CONCLUSIONS HAVE BEEN FAR FROM UNANI-
MOUS. IT IS VERY DIFFICULT TO ANALYZE A SUCCESSFUL

LEADER, ISOLATE HIS QUALITIES, AND EXTRACT THE ATTRIBUTES WHICH, ADDED TOGETHER, EXPLAIN HIS SUCCESS AS A MILITARY LEADER. HOWEVER, AT THE RISK OF GENERATING DEBATE, I WOULD SAY THAT MOST OF THE QUALITIES WHICH GREAT LEADERS HAVE EVINCED -- CERTAINLY THOSE WHO HAVE BEEN SUCCESSFUL LEADERS OF AMERICAN TROOPS -- CAN BE GATHERED TOGETHER UNDER THREE HEADINGS. I WOULD SAY THAT OUR SUCCESSFUL AMERICAN LEADERS HAVE ALL BEEN CHARACTERIZED BY PROFESSIONAL COMPETENCE, HUMAN UNDERSTANDING, AND STRONG CHARACTER.

IF YOU WILL ACCEPT THIS CATEGORIZATION, I WOULD THEN LIKE TO DISCUSS THE IMPACT OF MODERN AND FUTURE CONDITIONS OF WARFARE UPON THE REQUIREMENTS FOR THESE ATTRIBUTES ON THE PART OF OUR FUTURE LEADERS.

THERE IS NO QUESTION BUT THAT THE INCREASING
LOAD OF HUMAN KNOWLEDGE AND EXPERIENCE IMPOSES
ADDED BURDENS UPON LEADERS IN ALL WALKS OF MODERN
LIFE. BUT I DOUBT THAT IN ANY PROFESSION, TECHNOLOGY
IS EXERCISING GREATER PRESSURE THAN IN THE MILITARY. THE
ADVENT OF ATOMIC WEAPONS AND DELIVERY SYSTEMS OF GREAT
RANGE AND FLEXIBILITY, COUPLED WITH INCREASED MOBILITY
BASED ON AIR TRANSPORT, HAVE COMBINED TO CREATE
MILITARY PROBLEMS OF IMPRESSIVE PROPORTIONS. THE
MAGNITUDE OF THE RESPONSIBILITIES OF MILITARY LEADERS
HAS IMPRESSED SUCH MEN AS DR. CONANT, WHO ONCE STATED:
"AS I LOOK OVER THE FENCE AT THE TASK WHICH CONFRONTS
OUR MILITARY MEN, I AM APPALLED BY THE JOB IN PURELY
TECHNICAL TERMS. TO PLAN THE PRODUCTION AND USE
OF WEAPONS NOT YET DEVELOPED AND TO ANTICIPATE WITH

ANY CERTAINTY THE TECHNICAL PROGRESS OF A POTENTIAL ENEMY IN A RAPIDLY MOVING AREA SEEMS ALMOST HUMANLY IMPOSSIBLE. I SHOULD LIKE TO RECORD MY DEEPEST SYMPATHY FOR THOSE WHO WILL BE CHARGED WITH THE RESPONSIBILITIES FOR THE DEFENSE OF THE COUNTRY IN THE PERIOD WHICH LIES AHEAD."

ANOTHER GREAT SCIENTIST, DR. VANNEVAR BUSH, HAS INDICATED HIS CONCEPT OF THE REQUIREMENTS OF OUR MILITARY PLANNERS. HE VIEWS THEM AS NEEDING "A REASONABLE GRASP OF ATOMISTICS, APPRECIATION OF THE TRENDS OF MODERN BIOLOGY, A KNOWLEDGE OF MANY ASPECTS OF ELECTRONICS, POSSIBILITIES AND LIMITATIONS OF JET PROPULSION, AND A DOZEN OTHER FIELDS OF APPLIED PHYSICS AND CHEMISTRY." THE TASK LOOKS INDEED FORMIDABLE AS DESCRIBED BY THESE QUALIFIED LEADERS

OF THE SCIENTIFIC WORLD. CERTAINLY NONE OF OUR
MILITARY LEADERS CAN AFFORD TO BE WITHOUT SOME
SCIENTIFIC BACKGROUND. THEY CANNOT BE EXPERTS IN
ANY SPECIFIC FIELD, BUT THEY MUST HAVE AT LEAST A
GENERAL KNOWLEDGE OF THE LANGUAGE OF MANY SCIENTIFIC
FIELDS. WITH SOME COMPREHENSION OF THE LANGUAGE OF
SCIENCE, THEY WILL THEN HAVE A GREATER CHANCE OF
EVALUATING CORRECTLY THE POSSIBILITIES OF THE RESEARCH
AND DEVELOPMENT PROGRAMS WHICH FORM SUCH AN IMPORTANT
PART OF THE WORK OF THE MILITARY SERVICES IN PREPARING
THEMSELVES FOR FUTURE WARFARE. THEY WILL BE BETTER
QUALIFIED TO MAKE THE VERY DIFFICULT DECISIONS WHICH
GUIDE THE EFFORT IN DEVELOPING NEW EQUIPMENT, TACTICS,
AND TECHNIQUES FOR THE FUTURE.

OUR MILITARY LEADERS CANNOT HAVE SCIENTIFIC KNOWLEDGE ALONE. THEY MUST BE STUDENTS OF WARFARE WITH AN IMAGINATION CAPABLE OF PROJECTING FORWARD THE PRINCIPLES OF THE PAST TO THE SPECIFIC REQUIREMENTS OF THE FUTURE. THEY MUST BE ABLE TO VISUALIZE THE EFFECTS OF NEW WEAPONS AND TO PATTERN TACTICS AND ORGANIZATIONS APPROPRIATE TO THE BATTLEFIELDS OF THE FUTURE. ALL OF THIS REQUIRES WORK -- AND SWEAT. NO DEMAND ON THE INDIVIDUAL CAN BE TOO GREAT IN AN AREA WHERE THERE IS LITTLE ALLOWABLE MARGIN FOR DELAY, INDECISIVENESS, OR ERROR. BUT THE SOLDIER CANNOT BE MERELY A SCIENTIST AND MILITARY SCHOLAR. HE MUST HAVE A GOOD ADMIXTURE OF BUSINESS JUDGMENT AS WELL. THE AMERICAN ARMY TODAY IS ONE OF THE LARGEST BUSINESSES IN THE WORLD, WITH

PROPERTY WORTH SOME \$52 BILLION. THE ARMY RUNS
MANUFACTURING PLANTS, DEPOTS, PORTS, TRANSPORTATION
SYSTEMS; IT IS INVOLVED IN ONE WAY OR ANOTHER IN
VIRTUALLY EVERY FORM OF INDUSTRIAL ACTIVITY KNOWN
TO OUR CIVIL SOCIETY. THE MILITARY LEADER MUST KNOW
SOMETHING ABOUT ALL OF THESE IN ORDER TO POSSESS THE
ABILITY TO VERIFY THAT HE IS GETTING THE MOST DEFENSE
FROM THE MEN, MONEY, AND MATERIALS MADE AVAILABLE
TO HIM.

NOR IS IT ENOUGH FOR THE LEADER TO BE A SCIENTIST,
A SOLDIER, AND A BUSINESSMAN; HE MUST ALSO BE AN
ADMINISTRATOR AND DIPLOMAT AS WELL. TO OPERATE
OUR MILITARY AID PROGRAM IN 44 COUNTRIES OF THE WORLD,
WE MUST HAVE SENIOR OFFICERS WHO SPEAK FOREIGN LANGUAGES,
KNOW FOREIGN HISTORY, UNDERSTAND FOREIGN PSYCHOLOGY,

AND ARE ABLE TO REPRESENT THE UNITED STATES WITH
ABILITY UNDER TRYING AND COMPLICATED SITUATIONS. THE
ARMY HAS BEEN CALLED UPON IN THE PAST AND MAY BE CALLED
UPON AGAIN TO OCCUPY DEFEATED COUNTRIES, TO RESTORE
THEIR ECONOMY, AND TO REPAIR THE DAMAGE OF WAR.
SOLDIERS WITH NO SPECIAL PREPARATION FOR THE TASK HAVE
OFTEN UNEXPECTEDLY FOUND THEMSELVES GOVERNORS, PRO-
CONSULS, AND HIGH COMMISSIONERS WHERE A KNOWLEDGE OF
GOVERNMENT, OF ECONOMICS, OF POLITICS IS AN INDISPENSABLE
PART OF THE DAY'S WORK.

I WOULD CLOSE THIS DISCUSSION ON PROFESSIONAL
COMPETENCE BY SAYING THAT THE REQUIREMENTS OF MILITARY
COMPETENCE ARE EVER EXPANDING. IT IS NOT WITHOUT
REASON THAT I SAY TO MANY AUDIENCES THAT THE ARMY HAS
A PLACE FOR ALL SKILLS, FROM THE SIMPLE CRAFTS OF THE

ARTISAN TO THE TECHNIQUES OF THE SCIENTIST, TO THE
TACTICAL AND STRATEGIC GIFTS OF THE WARRIOR, YES, TO
THE INSPIRATION OF THE GENIUS IN VIRTUALLY ALL WALKS OF
ENDEAVOR.

PROFESSIONAL COMPETENCE -- THAT IS, KNOWLEDGE
OF THE ART AND TRADE OF WAR -- IS NOT ALONE SUFFICIENT
TO MEET THE REQUIREMENTS OF LEADERSHIP IN MODERN
WAR. KNOWLEDGE CAN BE COLD AND STERILE, UNPRODUCTIVE
OF THE STIMULI WHICH DRIVE MEN TO VICTORY IN BATTLE. NO
EFFECTIVE MILITARY LEADER HAS EVER REACHED GREATNESS
BY BRAINPOWER ALONE; THE LATTER MUST BE ACCOMPANIED
BY A DEEP UNDERSTANDING OF THE MEN WHO, IN THE LAST
ANALYSIS, ARE THE ABSOLUTE WEAPON OF WAR. PARTICULARLY
IN AMERICA, OUR LEADERS OF THE PRESENT AND OF THE FUTURE
MUST KNOW HOW TO DEVELOP THE CITIZEN-SOLDIER WHO COMES

TO ARMS IN TIME OF CRISIS, OFTEN RELUCTANTLY AND
USUALLY WITH A FEAR OF THE UNKNOWN MILITARY WORLD. NO
AMERICAN SOLDIER HAS EVER REACHED GREATNESS WHO DID
NOT UNDERSTAND THE QUALITIES OF THE CITIZEN-SOLDIER,
OFFER HIM A SENSE OF PROTECTION AND OF PURPOSE, GUARD
HIM AGAINST ROUGH AND UNFEELING TREATMENT, AND
INSPIRE IN HIM THE FEELING OF BEING A RESPECTED,
RECOGNIZED INDIVIDUAL, AND NOT A MILITARY SERIAL NUMBER.

OUR FUTURE LEADERS MUST NOT ONLY BE ABLE TO
UNDERSTAND THE AMERICAN CITIZEN-SOLDIER, BUT THEY
MUST HAVE A SINCERE SYMPATHY FOR MEN OF OTHER TONGUES,
OF OTHER RACES, OF OTHER COLORS WITH WHOM THEY WILL
WORK ABROAD. THERE THEY MUST LEARN TO TEACH AND
LEAD WITHOUT OFFENDING, OFTEN A DIFFICULT TASK IN
FOREIGN LANDS. THUS, THE REQUIREMENTS FOR HUMAN

UNDERSTANDING IN OUR LEADERS ARE MULTIPLIED MANY
TIMES BY THE INTERNATIONAL CHARACTER OF OUR PRESENT
MILITARY COMMITMENTS.

FINALLY, I SAID THAT ALL GREAT MILITARY LEADERS
MUST BE MEN OF STRONG CHARACTER. NEVER BEFORE
IN OUR HISTORY HAS SUCH RESPONSIBILITY BEEN PLACED IN
THE HANDS OF MILITARY MEN AS IN THE PRESENT; AND, NO
DOUBT, THEY WILL BE ENTRUSTED WITH AT LEAST EQUAL
RESPONSIBILITY IN THE FUTURE. BY THE SAME TOKEN,
NEVER BEFORE HAS THERE BEEN SUCH A NEED FOR MEN OF
INTEGRITY, SELFLESS MEN WITHOUT AMBITION, DISDAINING
POLITICAL ADVANTAGE AND PERSONAL PREFERMENT. THE
MODERN MILITARY LEADER MUST RECOGNIZE THE PRE-
EMINENCE OF CIVIL CONTROL, AND VIEW THE ARMY AS AN
INSTRUMENT OF CIVIL POLICY.

AT THE SAME TIME, A MILITARY LEADER, BY THE
STRENGTH OF HIS CHARACTER, MUST IMPOSE RESPECT AT
THE NATIONAL COUNCIL TABLE, IF HIS VOICE IS TO BE
HEARD AND HIS OPINIONS ARE TO RECEIVE THE WEIGHT APPRO-
PRIATE TO THE SERIOUSNESS OF THEIR IMPORT. BUT IN
THE LAST ANALYSIS, THE REQUIREMENT OF CHARACTER IN
OUR MILITARY LEADERS ARISES FROM THE AWFULNESS OF
THE WEAPONS WHICH THEY NOW CONTROL. OUR LEADERS
MUST BE MEN WHO ARE CONVINCED THAT WAR IN ITSELF IS
NEVER AN END, THAT IT IS NEVER JUSTIFIED EXCEPT AS A
MEANS TO A BETTER PEACE. HENCE, THEIR VISION MUST
EXTEND BEYOND THE CONCEPT OF VICTORY IN BATTLE, TO
THAT OF A BETTER WORLD THEREAFTER. SUCH MEN WILL
SEEK TO PROPORTION AND APPLY MILITARY POWER TO THE
BARE ESSENTIALS OF THE MILITARY OBJECTIVE. AT THE

SAME TIME, THEY WILL HAVE THE BREADTH OF VISION TO
COMBINE MILITARY FORCE INTO AN INTEGRATED NATIONAL
STRATEGY ALONG WITH POLITICAL, ECONOMIC, AND IDEOLOGICAL
FACTORS WHICH, IN FELICITOUS PROPORTION, WILL GENERATE
MAXIMUM STRENGTH FROM THE RESOURCES OF THE FREE WORLD.

I HOPE THAT I HAVE NOT PAINTED THE CAREER OF
THE MILITARY MAN IN SUCH SOMBER COLORS AS TO DISCOURAGE
OUR BEST YOUNG MEN FROM TURNING TO THE MILITARY LIFE
FOR A CAREER. RATHER, I WOULD EMPHASIZE THE CHAL-
LENGING ASPECTS OF SUCH A LIFE, HOPING AND EXPECTING
MANY YOUNG AMERICANS TO FEEL THE APPEAL OF THE DIFFICULT
AND TO ACCEPT THE CHALLENGE OF HEAVY RESPONSIBILITY. IN
THE PAST, OUR COUNTRY HAS ALWAYS BEEN RICH IN MEN OF THIS
SORT, AND I REFUSE TO BELIEVE THAT THE COMING GENERATION
WILL BE LAGGARD IN ASSUMING THE BURDENS OF MILITARY

LEADERSHIP. WHILE THESE BURDENS MAY BE HEAVY, THE
REWARDS ARE GREAT -- NOT SO MUCH IN THE MATERIAL GAINS
OF SUCCESS AS IN THE INNER SATISFACTION DERIVED FROM
SERVICE TO COUNTRY AND COMRADESHIP AMONG SOME OF THE
FINEST PEOPLE IN THE WORLD. THESE ARE INDEED RICH
REWARDS WHICH FEW OTHER PROFESSIONS MAY ENJOY. SO
I REPEAT THE SLOGAN, "LET'S PUT THE BEST HEADS OF
AMERICA IN THE ARMY CAPS OF TOMORROW" WITH A FEELING
OF CONFIDENCE THAT THERE WILL BE FEW EMPTY CAPS WHEN
THE TROOPS FALL IN FOR MUSTER.

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