# General John A. Wickham, Jr.

## *On Leadership and The Profession of Arms*

## Memorable Words of the Thirtieth Chief of Staff, United States Army

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REPLY TO
ATTENTION OF

JDIM

*To the reader:*

The thoughts of General John A. Wickham, Jr. are a legacy that provides vivid insight and perspective into the dynamics of the profession of arms.

The quotes in this book are all drawn from the Collected Works of the 30th Chief of Staff, United States Army, a compilation of General Wickham's written and spoken words during his tour as Chief of Staff from 1983 to 1987. This source includes major addresses to military and civilian audiences, Congressional testimony, interviews, published articles, letters to General Officers, and edited White Papers. The Collected Works is of particular interest because it reflects a significant time in the Army's history, a period during which all components of the Total Army were greatly strengthened. His thoughts give inspiration and strength.

This document was compiled as a personal initiative by an officer assigned to the Information Management Support Center. We are presenting it with the intent of promoting professional development and contributing to military literature, for we need to build on the legacies of all of our great leaders.

Robert Laychak
Director of Information Management
Headquarters, Department of the Army

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**Note:** All quotes are from the Collected Works of the Thirtieth Chief of Staff, United States Army

# The Art and Science of The Profession of Arms

The first insight you must understand as you lead your soldiers is that you are practicing an art. Although the profession of arms encompasses both art and science, on the battlefield, the art of war is all important. George Patton concluded the same thing; he said that "Wars may be fought with weapons, but they are won by men." p. 171

There's been debate over the years about whether the profession of arms is an art or science. I think that the people who have been involved in that debate have missed the point. Fighting and winning will require the very best of both the art and the science of war. p. 171

The three broad divisions of activity, by which we conduct war [are] *strategy, the operational level of war, and tactics*. Our ability to win in combat will depend upon the way we practice the art of war at each of these levels. p. 172

The commander's or leader's estimate of the situation and decision making call for solid judgement and even for intuition, what Napoleon called coup d'oeil or "stroke of the eye." There is an art to the timing of key decisions, to the commitment of the reserve force, and to the allocation of resources. Finally, there is an art to assessing the intent of the enemy and even of your own commander. Above all else, as I have indicated, leadership- that quality that makes a difference in all of our enterprises- is more art than science. p. 172

# Character

A man of character in peace is a man of courage in war.
p. 281

One does not develop character in the heat of battle or a moment of crisis. Character grows out of the steady application of moral values and ethical behavior in one's life. p. 286

Character is what enables us to withstand the rigors of combat or the daily challenges that might tempt us to compromise our principles. Strengthening values will allow us to strengthen our inner self, our bonding to others, and our commitment to a purpose beyond that of ourselves. p. 303

Integrity and character must be developed in peacetime- they don't come all of a sudden out of the crucible of war....[they] will be tested in the crucible of war.
pp. 144,190

As Aristotle taught- character is a habit, the daily choice of right over wrong. p. 281

Integrity is the basis for trust, and...trust is the cornerstone of loyalty. p. 192

The military leader will not be complete without... character which reflects inner strength and justified confidence in oneself. General Maxwell Taylor, p. 89

# Cohesion and Unit Strength

Unit cohesion is a force multiplier in combat. p. 77

In cohesive units- where there is strong bonding between leader and led- there are fewer casualties resulting from the shock of battle. p. 77

The history of war shows that cohesive units are tougher and survive better in combat. p. 46

There is...contagion in courage. p. 46

There is value to be derived from associating young people, soldiers, NCOs and officers with the glorious traditions of regimental units. p. 342

There's a synergism that comes from well trained soldiers and units. Such units have a greater capability than the mere sum of the parts. p. 284

It's that synergism of the leader to the led and the mentoring of the led that enables the team to prosper, to sustain, and to maintain the momentum during the last hundred yards... p. 234

The strength of a community lies in the contributions and talents of its members. If the right elements are together in the right environment, the end product is often greater than what would otherwise be expected from the elements functioning independently. p. 311

# Command

Command is precious time. That's when you can really make history. p. 331

The wonderful thing about soldiers, is that they...will permit any man a fair and just time to prove himself, *provided he does his best*. After that they will take almost anything, do almost anything, for a competent commander who combines pride in himself and in them with a humble recognition of his privilege in commanding them.

John Masters
*The Road Past Mandalay*
p. 171

When you go into command you have to have some idea of what you want to accomplish. The day to day business and the pressures and the training schedule or the crises of the day are sufficiently great to draw you away from a direction that you want to impart to the unit. With vision as you get drawn off at least you can get pulled back. p. 331, paraphrased

One of the key players in ensuring our Army's readiness is the company commander. All the equipment and soldiers in our divisions belong to company commanders. Although they have no staff, they are eventually responsible for all requirements generated by those above them. p. 277

Develop a good relationship with your Command Sergeant Major- one of open confidence between the two of you. Share your views; listen to what he has to say. He probably knows more about the Army than you do. He clearly knows more about soldiers than you do. And he clearly knows a lot more about how to get things done through the NCO chain than you or I do. Harness his talent in support of what you're trying to do. The whole NCO Corps in your unit will feel enthusiastic about that relationship and they'll see it as one of strength.

p. 335, reference battalion command

# Competence

Competency is an ethical imperative because, in battle, competent leaders can save the lives of their subordinates. p. 91

Knowledge of our profession and its application are two thirds of successful leadership. p. 47

No study is possible on the battlefield; one does there simply what one can in order to apply what one knows. Therefore, in order to do even a little, one has already to know a great deal and know it well.

Marshal Ferdinand Foch, p. 298

The most successful soldiers have looked to the profession's past for clues to the present and future. p. 61

Professional soldiers master one assignment and soon move on to the next, but they can take with them their accumulated knowledge and an increasing sense of history. In the words of General Maxwell Taylor, "they can carry their reading lamps with them." p. 61

# The Constitution

Our nation's roots, and those of the Army, are intertwined with the Constitution, a document that the framers designed for all centuries. Our values and beliefs are forever defined in this work that constitutes the legal and moral justification for the Armed Forces of the United States. p. 244

The history of the Army is intertwined with the history of our Constitution. Before our young nation could even be in a position to draft a constitution, her freedom had to be won. It was won with the courage and blood of the first American soldiers. Once our liberty was secured, these same soldiers became the citizens upon whose commitment and hard work a great nation would be built. The majority of the original signers of the Constitution had served as soldiers in the War for Independence. Throughout our nation's history, American citizens have always rallied to serve their nation when needed. p. 304

Those of us in the Total Army who take an oath of service have sworn to "support and defend the Constitution of the United States." By doing so, we stand shoulder to shoulder with the framers of the Constitution who mutually pledged their lives, their fortunes, and their sacred honor. We do this freely because it is the Constitution which guarantees all citizens the rights and obligations which are the essence of being an American. And it is the Constitution that our comrades have, in other times and in other places, sacrificed to preserve. p. 304

## Continuity and Change

Continuity and change are important in the life and vitality of any organization....We achieve a healthy balance [by] maintaining continuity and creating change.
pp. 246,183

Continuity is important to minimize turbulence that tears at the foundation of the cohesiveness of a unit....The turbulence down at the bottom of the pipe from everybody changing plans is enormous. p. 333

Changes...are necessary if the Army is to continue to grow and be responsive to movement in national objectives, the threat, technology and other realities. We must have the vision to know which changes are needed and the courage to make them. p. 8

When you get into your units look for the good things that are there....Find the right balance between change and continuity in your activity....Find those things that are good, sign up for them and then establish continuity.
pp. 332,333

Often leaders, especially inexperienced ones, mistakenly believe that a new broom must sweep clean, that new directions and initiatives are necessary, that tyranny is a substitute for teaching and leading. Most units do not need a new agenda; they require catalysts for excellence with current and evolving goals; and they need teachers who really care for people. p. 12

Look at the turtle there [a little wooden turtle on his desk]. The turtle gets ahead only when he sticks his neck out, but he also moves very slowly. Change comes slowly. But one needs to take risks, one needs to be bold and creative. General Harold K. Johnson, p. 343

Continual fluctuations and unnecessary changes endanger the overall integrity, the well-being of the Army.... Changes which lead to wasted motion should be avoided or stopped....[Changes should be] evolutionary, not revolutionary. pp. 8,115

# Decisionmaking

Frequently, if not universally, on the battlefield, you will lack complete intelligence. As leaders, you must learn to make decisions with as much information as you may have available. If you try to wait for a complete picture, you will be unable to make a decision. p. 173

It is in the stage where information is being gathered that you [NCOs] can make your greatest contribution. Your reasoned recommendations may influence a good rather than a bad decision. When the decision is made, loyalty will guarantee that it stands up. p. 191

Seldom in our lives are we faced with decisions between an absolute right or an absolute wrong. p. 26

If a soldier truly believes that something is wrong, he has the responsibility to make his views known. The Army will be better for it. p. 151

The decision-maker above us has a greater burden on his shoulders than we do. He has pressures, information, and marching orders that we generally have no way of knowing. He has more pieces of the "big picture"; he has to set a priority among competing claims. He has to strike a balance between the needs of the present and those of the future. p. 191

You must make the decisions for the overall benefit of the Army. You're going to be tugged into narrow little nooks and crannies for parochial interests but make the decision for the overall benefit of the Army.

General Harold K. Johnson
to General Wickham a few days
before General Johnson died, p. 234

# Doctrine

The three underlying principles of our national security policy remain unchanged- our commitment to deterrence; our defensive orientation; and our determination, should deterrence fail, to fight to restore peace on favorable terms. p. 67

The four pillars of defense [are] structure, readiness, sustainment, and modernization. p. 230

You need to develop the habit *now* of thinking beyond the narrow confines of your daily activity. As junior officers, you must understand the commanders' intent at least two echelons higher so that you know the tactical ends they seek. p. 172

We have a doctrine that allows us...to do the equivalent of driving an automobile in the nighttime. It allows us to see beyond the "beams of our headlights." p. 234

*Doctrine development is an evolutionary, not revolutionary process.* p. 105

The enormous potential of space adds a new dimension to AirLand Battle....Space is a final area where our doctrine needs pioneering. p. 105

# Families

The stronger the family, the stronger the Army, because strong families improve our combat readiness. p. 290

Readiness is inextricably tied up to family life. p. 139

The Army is only as good as the soldiers who man it and the support they receive from their families. pp. 220,221

As Gen. [E. C.] Meyer said, "We enlist soldiers, but we retain families." p. 341

Because people are the Army's most important resource, soldiers and their families must believe that their leaders are ethical and caring. pp. 10,11

We must care for one of our most precious resources- the children and families of our soldiers. p. 290

Families share and provide a solid source of strength in the Army. In times of crisis one sees the strength of families shine forth. p. 359, paraphrased

A commitment to enrich their understanding of personal integrity leads to better leadership, to families that are closer and who stay together better; and why nurturing a sense of commitment leads to an Army that is stronger... p. 356

Despite the pressures, the vast majority of families manage and grow through their involvement with Army life. p. 311

We must...find ways to transfer the skills, experiences, attitudes, and ethical strengths of the many healthy Army families. p. 311

Family support groups are informal networks of volunteers who enrich family life on a continuing basis and provide assistance to families during unit deployments. p. 78

A partnership exists between the Army and Army Families....The basis of this statement is the understanding that the Army is an institution, not an occupation. Members take an oath of service to the nation and Army, rather than simply accept a job. As an institution, the Army has moral and ethical obligations to those who serve and their families; they, correspondingly, have responsibilities to the Army. This relationship creates a partnership based on the constants of human behavior and our American traditions that blend the responsibility of each individual for his/her own welfare and the obligations of the society to its members. pp. 310,311

My family's gift to me continues to be their willingness to let me serve. p. 259

My wife's [Ann Wickham] gift to the Army has been her commitment to strengthen the values and support of Army families. She has served in her own right. p. 259

# Freedom

As a people, we must resist the perennial siren call which urges doing less for defense today, because we did enough yesterday, and we can take peace for granted tomorrow. p. 260

"Eternal vigilance is the price of liberty." "If you expect a nation to be ignorant and free, you expect what never was and never will be."
Thomas Jefferson, pp. 9,102, paraphrased

History tells us liberty is never free and every generation must make a down payment of service and perhaps sacrifice for its sake. If we enjoy peace today, it is because of our military strength and because of those who served before us. If we want peace for our children and our children's children, we as a people must remain very vigilant, militarily and economically strong, and led in every walk of life by people of character... p. 245

As a people we must sacrifice because it is the price of liberty....a lot of sacrifices are being made by people who man the frontiers of freedom. pp. 28,358

The ceremonies at Normandy remind us of the sacrifices made....by the soldiers of an earlier generation [and] underscore the moral and ethical roots of Army service. p. 279

We must measure success in terms of the peace and freedom we have maintained in a complex and dangerous world.p. 103

Freedom can be lost in a single generation. p. 102

All any nation can give to each succeeding generation is the possibility of freedom. p. 72

*It is my prayer that our people will always remember: freedom is never free.* p. 193

# Growth

I think that all young people- all people, for that matter- are anxious for opportunities to grow, to fulfill themselves, to be all they can be....thirsting for opportunity to be bold and creative, to make use of all the God-given talents that one has... p. 343

The words [Be all that you can be] get at the heart of what our youth want from the Army, a chance to be all they can be. It appeals to a yearning of Americans of all ages for opportunity, for upward growth, for fulfillment....Today's Army supports that impulse in our youth. pp. 44,30

In a volunteer system, youngsters simply do not join the Army with the idea of not completing at least their initial tour. They come in with the idea of becoming a better person. They want to be a winner in life and they come to us with the firm belief that the Army can assist them toward that end. p. 290

[We must] enlist the God-given talents of everybody... p. 140

Because we have gotten away from the "zero-defects" mentality to a point where leaders are now willing to let mistakes be made without crucifying people, soldiers can grow. p. 351

Standards must be realistic, but they must stretch the capacities of both the individual and the organization. p. 91

# Higher Purpose

The best fighters are those [with] a purpose above self.
p. 27

Our soldiers also want to be all they can be as part of something larger than themselves. p. 44

The quality which sets us apart as a nation is that we place so much importance on the individual. It is the source of what Thomas Jefferson called "the aristocracy of talents." Our recruiting slogan, "Be all you can be," is aimed at precisely that impulse in the youth of today....And yet I am convinced that when a soldier wants to express that individualism, when, for example, she wants to be all she can be, it is as part of something bigger than herself....And it is the leaders, from Sergeant to General, who are most responsible for maintaining the climate of growth and caring which allow both cohesion and initiative to flourish. p. 23

General Abrams used to say there is no [limit to the] amount of goodness you can do in the world if you don't care who gets credit for a good idea. p. 334

Ambition that is basically selfish and self-oriented tends to be destructive; ambition that is oriented to the benefit of others tends to be constructive. p. 192

There may be a question in the minds of some in the Army that we preach selflessness as a desired quality of character, but we reward ambition....there are two kinds of ambition, one is self-centered and the other is selfless. Selfless ambition is positive behavior because it uses individual talents to benefit others, not simply ourselves. In short, selfless ambition is "others" oriented and contributes to a strong unit, organization, and family, and ultimately, to a better Army. This is the type of ambition we should reward and try to nurture in our personal lives. p. 181

# The Human Dimension

More than any other single factor of combat readiness, it is the way soldiers feel about themselves, their fellow soldiers and their outfit that is most likely to carry the battle. p. 289

The Army's strength lies in its people... p. 310

We in the Army know that the human spirit is what really counts, and our challenge is to grow that spirit to its fullest. p. 189

Our challenge has been to provide ethical, caring leadership that sparks the Army's greatest strength- its people and their spirit. p. 260

The history of our individual careers will reflect the legacy of our gifts to enrich the human dimension. p. 288

The human dimension must undergird all of our efforts- it's the essential ingredient that makes the difference in peace or war. p. 106

The Army, more than any other service with the exception of the Marines, tends to focus more on putting equipment on people than people on equipment. The Army is people oriented. As a matter of fact, half of the Army's budget deals with people issues, not with the materiel issues. So, given this perspective, the Army basically strives to equip the man and not man the equipment. p. 52

Good people make organizations work, whatever their structural faults. p. 232

Above all else, the stewardship of people is the critical dimension....our most precious resource. pp. 246,219

# Humor

Part of that business of living in this environment that we work with...is to maintain a sense of perspective and a sense of humor. p. 331

A sense of perspective and a sense of humor brings the most out of a unit. p. 331, paraphrased

Senior people need a sense of humility and humor as they execute their...duties. p. xviii

One time we were up in New York City. Jim Schlesinger [the Secretary of Defense] went up there to make a speech to the Council on Foreign Relations. On the way back that night....he looked at me and said, "John, what did you think of that speech and the questions and answers up there?" I looked right back at him and said, "The speech was okay, but my golly, the answers to the questions were interminably long. Everybody was asleep, including me." Schlesinger looked over at me beady eyed and he said, "Wickham, you can be easily replaced." p. 334

Shortly after becoming Army Chief of Staff, General Creighton W. Abrams, Jr. attended a Pentagon briefing on new programs and initiatives being pursued vigorously by officials from the Office of the Secretary of Defense (OSD). At the end, the Secretary turned to him and asked what he thought about all the new directions being instituted. General Abrams paused...then answered with a wry smile: "Mr. Secretary, it's sort of like an aircraft carrier. You folks...are up on the bridge, giving orders of left rudder, right rudder, full ahead. The wind's blowing in your faces and you're feeling full of yourselves. But all that's really happening is that us poor folks in the hold are getting seasick!" p. 8

# Ideas and Innovation

Ideas are powerful. We must ensure that ideas to improve the Army are shared and distributed at large. Many times the benefits that are gained at the local level can be realized also by the entire military community. We need to "cross-fertilize" so that the Army will be enriched from the "bottom up," not necessarily from the "top down." p. 65, paraphrased

To encourage creativity and innovation in the Army, we must work hard at developing a command climate in which creativity can flourish....in which honest mistakes are accepted as part of the learning process, ideas are shared, and reasonable risk-taking is encouraged; a climate where the mission orders are "do it, fix it, try it" rather than "analyze it, complicate it, defer it." p. 71

"At the crossroads on the path that leads to the future, each creative spirit is opposed by 1000 men appointed to guard the pass." We need to protect and help those creative spirits. p. 121

The world is filled- and the Army is not different- with legions of nay sayers. NIH, "not invented here," is a rampant disease... p. 236

Finding the obvious sometimes takes quite a bit of looking. p. 15

Users are where the action is. p. 83

We need to be constantly in search of excellence and reward it. p. 121

Championing new ideas is important... p. 236

# Infantry

The heart and soul of an Army and the ultimate purpose of an Army, whatever its nationality, is involved with infantry seizing and holding terrain. That's what makes a difference. p. 232

The columnist, George Will, wrote that Grenada was a timely reminder that our national security ultimately depends on the man with the rifle. p. 56

The Infantry is the master integrator of all of the combined arms. p. 235

Ultimately all Infantry is involved in the "last one hundred yards." p. 233

The basic skills of the Infantry, epitomized in the EIB, must prevail in the last one hundred yards. p. 233

We were choosing our branches based on class merit. My father had been urging me for many, many months to go into the Engineers. He said, "That's the wave of the future in the Army." He had been in World War I and World War II but not as a professional soldier. He said, "That's where all the rank is. That's where people get to be generals fastest. Go into the Engineers." But I really had a hankering for the verve and the glamour of the Cavalry, and that's what I was going to do. I was going to go into the Cavalry, and when my name was called, a hundred and fifty out of six hundred and seventy-two, I stood up and said, "Wickham. Infantry." Now, what possessed me to choose Infantry, I don't really know, but, I've never, over the years, regretted it. I was proudest of the crossed rifles when I wore them on my jacket..." p. 232

# Inspections

Leaders can never stop inspecting and teaching. It is our way of life, and it will save the lives of our soldiers.
p. 47

We must reinforce...by checking that things we say are important are perceived as being important. This is accomplished most effectively by the commander. An inspection [provides] a solid base line from which to build and reinforce the commander's articulated focus.
p. 277

Since the content of an inspection should focus on your priorities, you [commanders] should determine its content.
p. 277

The deep involvement of commanders in the inspection of their units results in increased readiness, improved staff performance, a strengthened chain of command, and increased support to company commanders. p. 306, paraphrased

The Inspector General observed that all commanders who had integrated command, staff, and IG inspection programs were pleased with the results.
p. 306

# Jointness

"Jointness" is vital to success in combat....Someone else "sees deep" and "strikes deep" for us. The Army, by virtue of its business, has to be the most joint of the services. p. 302

Space is a final frontier where we are pioneering new roles and missions for each of the Services. The same spirit of "jointness" that exists on land, sea, and air will have to be present in space. p. 123

Joint operations [are] the essential ingredient of our ability to exercise power in order to influence events, to achieve our basic aims of peace, freedom, and prosperity for ourselves and our friends and allies, and to protect our national interests around the world. p. 248

As we move towards the future, we need leaders who think, eat, and sleep "jointness," and who can operate independently on a chaotic battlefield. Yet, they must always act with "disciplined initiative," within the intent of the next higher commander. p. 106

Leadership, innovation, stewardship, and jointness were the hallmarks of America's effort in World War II. p. 71

"Jointness" is a key to success. p. 80

# Landpower

Landpower...changes history, keeps the peace, and protects all that we hold dear. p. 244

History has proven that landpower is the decisive factor in warfare. p. 205

Land forces comprise the oldest form of warfare. p. 18

Landpower...provides our ability to assist others, deter aggression, and, if necessary, to fight and win. p. 222

The conflicts of this century, including the war against terrorism, reaffirm that wars are ultimately fought to control land, people, and resources. While all of our military services have the capability to influence these elements of national power, only ground forces can exert decisive and lasting control over them. p. 154

Landpower is the decisive arm of American military force....Seapower and airpower played crucial roles in the outcome [of World War II], but landpower was the final arbiter on the battlefield. p. 66

We have had the longest period of peace in 400 years of European history because of deployed landpower associated with airpower in NATO. p. 136

Armies can educate, train, and build. In so doing, they contribute to social, economic, and political progress-internal development- while providing the national capability to maintain order and defend itself. The politico-economic miracles of Japan, the Republic of Korea and Western European nations have occurred in large part because of the stability and peace created by landpower of the U.S. and its allies. p. 68

*The outcome of wars ultimately is decided on land where people live and important resources exist.* p. 19

# Leadership

Leadership makes the difference between a good unit and a great unit, between a good Army and a great Army. p. 144

Your company will be a reflection of yourself. If you have a rotten company, it's because you are a rotten captain. Major Christian Bach, 1918, p. 89

Soldiers ask only a few things of us. They ask for responsible and inspired leadership with a vision for what is right. p. 8

Looking back over 35 years as an officer, as leader and led, I have often times "taken pulse" on how I thought I was doing. There were times when I didn't quite measure up to the high standard of personal and professional excellence that I had set for myself, times when I knew I had to work harder to improve myself. You know how I could tell? I could see it in the eyes of those around me....You can fool bosses, and at times even peers, but you can't fool your subordinates. Look into their eyes- you'll really learn something. p. 117

During the initial tour the young soldier's life is lived mainly at the squad level with his primary chain of command ranging up through platoon and company/battery/ troop level. Therefore, the brand of leadership that is exercised by the soldier's squad leader, platoon sergeant, platoon leader, first sergeant, and company commander is absolutely the most critical. Battalion commanders and above certainly play a major role by creating a command climate which ensures the proper development of their junior leaders and permits them the opportunity to do their job of leading the young soldier. p. 290

We have an extraordinary responsibility to provide the kind of leadership that gives direction, maintains steadfastness of purpose, and capitalizes on the resources entrusted to us- human, materiel, or otherwise. p. 189

Of course, fear of a tyrannical leader does motivate people, but not as much as respect and admiration for an inspirational leader who brings forth the inner strength of men and women who must face great challenges and possible sacrifice. p. 286

**"vibrant leadership" p. 259**

# Leadership Caring

Those who care about people deeply, in peace time and war time, are those who are going to capitalize on that unit and are going to be very successful. p. 332

Caring means many things. It means making sure soldiers get fed, get paid, and get a place to sleep at night. But it also means giving them solid, realistic training and assuring that high standards are ingrained. Sometimes, caring means not letting soldiers sleep at night. p. 91

Show the people that are committed to you that you really do care about them, because that is a discipline that I think is very valuable to learn in peacetime, and it's essential in wartime. p. 335

Gen. Bradley in his book, *Soldiers*, said that the senior leader needs to have great compassion and understanding for the soldier because giving the orders is so much easier than the task he's asking the soldier to carry out. p. 342

With ethical and competent leadership, our soldiers can be expected to believe in their unit and their mission. With caring, our soldiers and their families can make the sacrifices required of them. p. 277

Over time, when our nation's history is written, its greatness will not be measured by economic wealth, international prestige, or moments of glory in battle, but by how we have cared for our people. p. 287

General Harold K. Johnson worked with great faith to develop the concepts of "the Army takes care of its own" and "let's put the personal into personnel." p. 287

Far from being a handicap to command, compassion is the measure of it. For unless one values the lives of his soldiers and is tormented by their ordeals, he is unfit to command. General Omar Bradley, p. 287

## Leadership Climate

Soldiers and units need continuity, stability, assurance of adequate resources and inspired leadership. Soldiers also yearn for a climate of command where leaders teach, where individual character can mature, and where recognized achievement and tolerance for honest mistakes foster personal and professional growth. Soldiers deserve standard-bearers, leaders who insist on and meet high personal, ethical, and professional standards of training, maintaining, caring, and leading. p. 12

We are working hard to nurture a climate of command in the Army with leadership that cares, teaches, mentors, and allows people the "freedom to grow" so that they can mature and capitalize on their God-given talents....where young people can grow to the fullest of their God-given talents, where young people can make mistakes and still survive. pp. 256,349

We need commanders and supervisors who recognize subordinates' potential and create a conducive atmosphere for them to excel and improve... p. 133

We must eliminate the mind set that produces such directives as "I don't care how you do it, just do it." Such an approach is the opposite of that for which we must strive. pp. 280,281

I want to get rid of the "zero defects" Army, to develop a leadership that truly does mentor- "footlocker counseling" is a phrase that we have coined to describe that. p. 349

[Units need] a command climate where those who are led feel that they can grow because they are part of a learning opportunity and mistakes in learning are tolerated in order to capitalize on the great potential of soldiers. p. 287

No connections, Interests, or Intercessions...will avail to prevent strict execution of justice.

George Washington:
General Order, 7 July 1775, p. 291

## Leadership Development

The human dimension is always critical in battle and the demands of modern warfare make the development of competent leaders during peacetime even more important.
p. 188

One of the best indications of how we perform as professionals is the time and effort we spend on the development of our subordinates. No other pursuit can better posture us for the accomplishment of our missions and ensure the future of our Army. Making clear our expectations to our subordinates, allowing them to participate in the decision-making process, coaching and guiding them, and focusing on the linkage between their performance and the organization's missions are fundamental aspects not only of this effort but also of good leadership. p. 278

Once mission-related communication is established among professionals, counseling and coaching happen naturally.
p. 278

Our effectiveness depends on continuing to improve the professional competence, imagination, and integrity of Army leaders from the most senior to the most junior.
p. 312

Leaders are made, not born. They are made by a life-long study of history, of the influence of leaders on it, and by absorbing the real-life teaching of role model leaders. Leaders are made by the day-to-day practice and fine tuning of leadership talents, because leading is an art as well as a science and best developed by application. Leaders are made by the steady acquisition of professional knowledge and by the development of 24-karat character during the course of a career. These traits foster inner strength, self-confidence, and the capacity to inspire by examples of professional, as well as personal, excellence. p. 285

## Leadership- The Ethical Base

That ethical base is the cornerstone of our Army because it governs the faith that our subordinates have in our leadership, because it governs the support and resources that our citizens are willing to entrust to our stewardship, and ultimately because it governs our human capacity to prevail on the battlefield. p. 279

Trust is the cornerstone of loyalty. If our subordinates, comrades, and superiors trust us, loyalty follows easily. p. 191

The essence of duty is acting in the absence of orders or direction from others, based on an inner sense of what is morally and professionally right. p. 191

All soldiers have the responsibility to behave ethically- to do what is right. p. 150

As we order our soldiers into battle, we must know in our hearts that they understand what's right. p. 190

Time and tide can wash away personal opportunities to expand our horizons and cause us to compromise our personal as well as professional values, thereby eroding our ethical moorings. We need to guard against this. p. 279

In times of danger, it is the ethical element of leadership which will bond our units together and enable them to withstand the stresses of combat. This is an irrefutable lesson of history. The same ethical element ensures that in times of national emergency our country will have confidence in its military leaders. There must be no doubt about the fundamental importance of Army ethics to our nation and to our institution. p. 280

## Leadership and Management

I think that all of us in the Total Army, civilian as well as military, inherently are leaders. We lead people, and, at the same time, we manage resources, milestones, and programs....As you learn the art and science of managing new resources and programs, you must remember that "leadership makes the difference." p. 119

We...have a great responsibility to provide the leadership that maintains steadfastness of purpose and capitalizes on the resources entrusted to us- human as well as materiel....To the extent we save lives and save resources in wartime we're going to do better in terms of fulfilling our mission. pp. 227,335

A key part of leadership- at every level, from platoon leader to general- is the management of resources. Do not fool yourself- you've got to have some managerial skills to be a great leader. p. 101

To accomplish our missions, the nation entrusts to our care its youth and its resources....As stewards of the Army's assets, we must be alert for ways to improve the efficiency, effectiveness, and safety of all our operations. This is both a leadership and a management responsibility. p. 284

The very serious responsibility for maintaining what we are given is based on the hard reality that we will never have all the equipment, supplies, facilities, and funds we require. On the battlefield, we will be short because of combat losses, accidents, interruptions in the supply system, or just insufficient resources to fill all needs. Thus, a well-trained soldier must be taught to maintain and conserve what he has- in peace and in war. p. 284

Some of the mythology that exists is that we don't have any warriors anymore in the Army, and we're more interested in managership. That's misguided logic. Whoever heard of George Patton in 1938? We've got a lot of those warriors in the ranks today. What we don't need are the headlines for them to be prominent. p. 353

## Leadership Presence

While each commander cannot be physically present...his command presence can be felt. p. 296

Where you as leaders put your time and where you put your focus- that's where your emphasis really is. p. 52

*Where you as a leader place yourself on the battlefield may be crucial to success.* p. 174

The study of military history, solid training, and thorough professional grounding can help develop the sense of timing for a leader or commander to know how and when he can influence the battle by his physical presence. p. 174

Nothing takes the place of personal reconnaissance. p. 338

About 30 percent of my time is spent visiting Army forces, ours as well as allied forces, to establish good working relationships with our commanders and the Chiefs of Staff and commanders of the units of those armies in the alliances that we share. p. 352

I try to talk to as many soldiers and young leaders as I possibly can to get a feel for what is on their minds, to sense the nature of their concerns. I try to visit as much training as possible in the Reserve Components, as well as on the active side, to get a sense as to the quality of that training, and I do the same thing with allied armies. p. 352

# Maintenance/Logistics/Procurement

*We cannot separate training from maintaining*....We have to...recognize that training and maintaining must go hand in glove. We have to exercise in the field and at the same time maintain our equipment. p. 285

Maintaining takes on several dimensions for the soldier. It is his responsibility to assure his performance is not hindered by equipment failure. It is his commander's responsibility to provide the time, materiel, and training to allow him to maintain his equipment. And, it is the Army's responsibility to provide him the best "tools of the trade" that technology can offer. pp. 284,285

We have come a long way since the days when entering the logistical net meant asking the supply sergeant, "Got any?" "Gonna get any?" p. 284

I don't know much about this thing called logistics. All I know is that I want some. Anonymous General, WWI, p. 284

There are a lot of barons in the Army. The barons want this, and the barons want that. Unfortunately, to a degree, this produces tunnel vision because we cannot buy this particular thing off the candy shelf or that particular thing. *We've got to buy what is good for the Army*. p. 234

There are about four million procurement actions a year that the Army is involved with. Some of them are very major operations, some of them are relatively minor. But they're all procurement actions. If we were 99.99% correct in those four million actions, it would still leave 400 subject to some debate. Out of that 400, you're likely to find some errors, and the errors seem to take a life of their own in the visibility they get. Unfortunately, the 99.99% that go right do not get as much visibility. p. 345

# Making A Difference

Make a difference. The time each of us is "in charge" is short. By leaving things better than they were, you will be making history in the Army. p. 113

All of us have the enormous gift of life....a gift that is very fragile....All of us in the short period of time that we are in the world...have the chance to grab the ring of opportunity as it comes around on the carousel of life and make a difference. And when that ring comes your way, you need to grab it and make a difference. p. 146

**Making History**
personal growth
  reexamine your personal values and ethics
  think and study
  condition yourselves physically
professional growth
  become masters of [the] art of war
  think about leadership
family growth (stronger the family, the more ready the Army)
  enjoy your families
  strengthen and maintain family bonds p. 323

What is important is how you look back on your service. Your view will depend more on what you gave than on what you received. p. 48

I hope that you will rededicate yourselves to leaving the Army a better place....so that the Army and this great Nation will be enriched by your service. p. 182

# The Medical Profession

In your profession, life is an intimate thing because by your hands you aid both in giving life and in repairing broken bodies and minds. Your profession is built on the highest ideal- that of caring for your fellow man. You know the value of life. p. 110

Your [medical] insignia represents a standard of excellence. You have earned the right to wear that standard through dedication and many hours of hard work. You have passed the test, and are looked at now as a leader in your noble profession. p. 112

Army doctors have a special responsibility and unique opportunity to influence the action. p. 113

Help to establish a bridge of understanding to the operational side of the Army- a bridge which will be strengthened by genuine concern and caring on your part, and by solid trust and confidence in your skills on the part of our soldiers and their families. p. 110

# Mentoring

Mentor those coming behind you so that this will be a stronger Army. We won't have time to mentor in war. But we sure as the devil have time in peacetime....The payoff is increased combat readiness. pp. 336,152

As leaders, mentoring is a key way in which we exercise leadership and strengthen Army values. Giving of ourselves by sharing our knowledge and experience is the most important legacy we can leave to those who follow. That's making history in our own time and demonstrating that "Leadership Makes A Difference." p. 152

There is a need for us to share our knowledge, experience, and values with the less experienced members of our profession. We owe it to our subordinates and the Army to invest our time for their personal growth and professional development. p. 295

Each of us can be a mentor, whether NCO, officer, or civilian. We all have experience to give if we have the heart, the spirit, and the caring attitude to share these experiences and the lessons we derive from them. Mentoring is simply giving of your knowledge to other people....To be an effective mentor, you need the experience and wisdom of your years, and one vital quality- you have to *care*. p. 152

Three people have had great impact on me: SFC Putnam, my first platoon sergeant, who taught me about positive leadership, technical competence, and caring for soldiers; General Harold K. Johnson, a former Chief of Staff who I once worked for, taught me about character, about "the personal in personnel," and caring for families; and, finally, General Creighton Abrams, another former Chief of Staff, who taught me about the warrior ethic, openmindedness, and innovation. I am thankful for their influence on me. p. 259

# Momentum

New leaders inherit an organization that already has existing momentum. p. 139, paraphrased

I inherit the momentum of the Army and my responsibility is to carry on that good momentum, to sustain it, and to nurture it. p. 139

Every Chief [of Staff] inherits the momentum of the Army and tries to build on the progress of his predecessors. p. 342

The Chief of Staff builds on the momentum of the organization he inherits and the good ideas of his predecessors. p. 358

The uniformed steward [the Chief of Staff] needs to provide a sense of direction for the Army that goes beyond just inheriting the momentum of the past. p. 358

There is some direction to what we have tried to do. Part of that direction is inherited momentum. It takes a long time to move the direction of a bureaucracy. p. 347

Army themes....are intended to provide strategic direction to the Army. They help to focus the way in which we allocate resources in the Army....We are trying to build a momentum... p. 65

We have to have a momentum that continues beyond me and Secretary [John] Marsh. p. 347

Initiatives are important, but they must be institutionalized. p. 347, paraphrased

# NCOs

On [the] battlefield, the difference between victory and defeat very likely will be the leadership of NCOs. p. 75

[NCOs] translate missions from theory into reality. p. 75

The Army can only be as excellent as its NCO Corps. p. 17

The toughest job is at the unit level- at the company commander's level, the first sergeant's level, the platoon sergeant's level, where all of our efforts ultimately must be translated into human action, in garrison or on the battlefield. p. 342

[Soldiers] look up to [NCOs] for inspiration and for examples. p. 190

[Soldiers] are looking at you [NCOs] when they must and, perhaps more importantly, when you don't expect it. p. 190

The effective noncommissioned officer is one who is looked upon by his soldiers with professional respect, because he provides them with sound information on how to do the job, how to handle the equipment, how to perform tactically, how to cope with "the system," because he teaches them. Building on that confidence, those soldiers will seek their sergeant's counsel on matters more stressful and more personal. The resulting soldier/ sergeant relationships are essential elements in building cohesive units- units that will hang together and perform aggressively and successfully on the...battlefield. p. 75

You will recall [when] we lived in a period of a "zero-defects Army"- "Thou shalt not make any mistakes, or you're going to read about it in your fitness report." As a result, we took away a lot of responsibility from the Noncommissioned Officer Corps. Now we've given that back to them, and they are better trained and more willing to shoulder the responsibilities of training and leading soldiers at small-unit levels. That has led, I think, to an improved atmosphere in the Army. p. 351

This nation and its families entrust their sons and daughters...to our care. We accept the awesome responsibility of shaping their lives, of teaching them....Help them to catch the values of the Army Ethic: loyalty, duty, selfless service, and integrity. p. 193

Although we no longer carry our colors into battle to rally our units, by tradition we entrust the responsibility for their safeguarding, care, and display to you the senior NCOs of the Army. Symbolically, then, by that charge, we have placed in your hands the spirit of the Army through the regiments those colors represent. p. 190

[The Sergeant Major of the Army is] the soldier's voice in the Pentagon. p. 258

The choice of non-commissioned officers is an object of the greatest importance: The order and discipline of a regiment depends so much upon their behavior, that too much care cannot be taken in preferring none to that trust but those who by their merit and good conduct are entitled to it. Major General Baron von Steuben, p. 143

# NCO/Officer Relationship

I want to emphasize the informal teaching of officers that only you senior NCOs in your own fashion know how to do. Every officer can relate his favorite story about how his platoon sergeant started his rite of passage as a lieutenant. p. 145

A senior NCO can help a young lieutenant with a field problem or advise him about how to deal with soldier problems and how to care for soldiers. p. 295

Sometime ago, a sergeant, speaking to a group of officer candidates said:

From most of us, he said, referring to the troops, you can expect....courage to match your courage, guts to match your guts- endurance to match your endurance- motivation to match your motivation- esprit to match your esprit- a desire for achievement to match your desire for achievement.

You can expect a love of God, a love of country, and a love of duty to match your love of God, your love of country, and your love of duty.

We won't mind the heat if you sweat with us. We won't mind the cold if you shiver with us....

Gentlemen, you don't accept (us): we were here first. We accept you, and when we do, you'll know. We won't beat drums, wave flags, or carry you off the drill field on our shoulders, but, maybe at a company party we'll raise a canteen cup of beer and say, "Lieutenant, you're o.k...." just like that.... p. 93

## NCO/Officer Relationship- SFC Putnam

When I was a new second lieutenant, I was assigned to the weapons platoon, 57 millimeter recoilless rifle and 60 millimeter mortars. I didn't know much about these weapons. I knew a mortar from a recoilless rifle, but that was it.

However, I had a Sergeant Putnam- Sergeant First Class Putnam....Putnam realized how "green" I was. He did a couple of things for me that symbolize how NCOs can teach and how officers can learn.

He realized that "how I was received" by the platoon was going to be crucial. So- before I even met the platoon- he came to me that first night and said, "It would be useful for the lieutenant to know the roster of men, and here it is. Tomorrow, when I introduce the platoon to the lieutenant, it would be useful if the lieutenant knew the names."

So I picked up the roster and I memorized the names. The next day, when he introduced me to the platoon, I called the names off by memory. The soldiers stood up so I could associate the names and faces, and they were impressed that I had made the effort to know them. They thought I knew enough to care, but in fact, Sergeant Putnam was teaching me to care.

The second thing Putnam realized was that I didn't know "my elbow from my ear" about the weapons. He said, "Would the lieutenant like to learn about the weapons in the platoon?" "Yes, I would." So he picked a place in the field- and why he picked that place, I didn't understand at first- he selected a muddy field that was right behind the latrine....

Why did he pick that place? Because after supper everybody in the company, including soldiers in the platoon, went into that latrine. There, looking out over the screens, they saw me in the mud taking instruction from the experienced platoon sergeant, learning their weapons as well as they knew them.

Clever, Putnam- he was teaching, and fortunately, I was listening and learning. Sharing with your fellow soldiers your knowledge, experience, and standards of excellence is the greatest legacy you can leave with them. The same is true with the officers you teach. And we never get too old to learn a little more. p. 145

# Power

Your soldiers will be the most important ingredient of the combat power you will have at your call. p. 171

The most powerful lesson of the Falkland Islands campaign is that soldiers who are well trained, physically fit and psychologically prepared for combat will carry the day. p. 11

There is in our country an underlying ambivalence toward the use of the power we possess. p. 16

The American experience- born of peaceful borders, protective oceans, and George Washington's guidance to "avoid foreign entanglements"- all of this makes many Americans ambivalent toward maintenance of a powerful regular Army. p. 18

The United States is a great power, yet, we have always found it difficult to determine how best to create and use our powers. p. 10

We recognize that any use of force has the potential for escalation to global conflict. This is what no sane nation wants. History clearly shows, however, that nations must be prepared to protect their interests with force if need be. Failure to do so results in the loss of a people's heritage, their well-being, and their national values. p. 40

We must also be a powerful Army. We achieve that power...by capitalizing on American economic, political, technological and cultural strengths. p. 38

The Unites States must continue to exploit our own advantages: strong allies, economic and political good health, superior technology, and belief in the individual. p. 62

## Preparedness and Peace

We need to be ready for war, because history tells us that's the best way to assure peace....and freedom.
pp. 338,72

The price of unpreparedness is always paid, again and again, in lives and in blood...The less prepared we are, the more wishful our thinking, and the greater the costs of war when it comes. General Creighton Abrams, p. 193

Each time [we have gone to war], because of our lack of preparedness, we have paid with the treasure of our youth. p. 18

Strength is the essence of deterrence....strength deters aggression...weakness only invites it. pp. 251,198

Deterrence is a matter of perception. p. 13

Peace depends on us, the United States of America. It depends on our courage and willingness to build it, to safeguard it, and to pass it on to the generations who succeed us. p. 254

For peace is a process- a way of solving problems.
John F. Kennedy, p. 34

# Readiness

Readiness is...our first responsibility in providing for the common defense. Readiness is the key to deterrence and, if required, to fighting and winning. p. 29

Readiness...is really another word for standards. p. 44

Leading and caring are essential to readiness and excellence. p. 277

We can improve the readiness of our Army with an intensive examination of leadership. p. 312

The payoff [of mentoring] is increased combat readiness. p. 152

Readiness is inextricably tied to soldiers' morale and to sustaining their families' strength. p. 59

Better people, more and better equipment, better training and sustainment, and solid support from the Congress and the American people....means improved force readiness. p. 282

# Readiness and Tobacco Use

Tobacco use presents a threat to the health and readiness of the soldiers and civilians of the Total Army....the health and physical stamina of our soldiers are hampered by the effects of tobacco smoke. Smoking impacts on some of our most fundamental and critical, military skills- such as night vision and eye-hand coordination. p. 300

Clearly, soldiers and families who are free of tobacco usage are more capable of fulfilling the missions that are asked of us and are probably going to stay healthier than might otherwise be the case. p. 356

The readiness and well-being of Total Army members and their families challenge us to deal with the problem of tobacco use. Medical evidence shows overwhelmingly that the use of tobacco products adversely impacts on the health and readiness of our force. Tobacco usage impairs such critical military skills as night vision, hand-eye coordination, and resistance to cold weather injuries. Moreover, it increases susceptibility to well-being of our Army, and we must take immediate steps to eliminate its usage. Every Army member is charged to make this goal a reality. p. 297

# Responsibility

To accomplish our missions, the nation entrusts to our care its youth and its resources. There can be no greater responsibility. p. 74

The Army is a huge organization...it is very easy to be anonymous. "Somebody else is responsible." "Well, that's a committee solution." "I'm not totally in charge." "You can't blame me." p. 109

Take responsibility for the good, the bad, the right, and the wrong that goes on in your area of responsibility. It's so easy to shift the blame sometimes, but it takes a man or woman of courage to step forward and say, "I'm responsible and will fix it." When you do this a couple of times, those junior will see it, and you'll develop a climate in which you can teach subordinates how to take responsibility for their actions. p. 113

There will be plenty of challenges. You can either lift yourself up and meet them, or stand pat and let them pass you by. p. 120

In our youth, our hearts were touched with fire.

Oliver Wendell Holmes
on the tempering of his
generation by meeting the
challenges of the Civil War, p. 49

# Safety

There is nothing we do in peacetime that warrants the unnecessary risk of life or limb or equipment- nothing. p. 108

Safety means a better Army- it also means a better life for us and our loved ones. p. 298

Safety in peacetime is just as important as in wartime....If we do things in a cavalier, unsafe way in peacetime, we are going to kill people and break machinery in war. There is no magic that descends on human beings when shooting starts that makes people warriors, that makes people of character, that makes people responsible for the equipment and lives that are entrusted to them. If we don't learn these things in peacetime, heaven help us in war. pp. 335,108

Motor vehicle accidents continue to kill more soldiers each year than all other accidents combined. p. 297

I look upon myself as the safety officer of the United States Army. p. 334

I am diminished as Chief of Staff of the Army, as Steward of the Army, when someone dies. p. 108

*Commanders are safety officers.* p. 109

I think the motivation behind safety is a moral one, taking care of our people... p. 238

We bring into the Army 130,000-140,000...young people a year. They don't have the sense of safety that we have developed. We need to imbue them with it. You have the responsibility...to imbue young people with the sixth sense of safety. Otherwise they're going to be doing dumb things and...killing people. p. 335

We have to develop that kind of sixth sense about safety within the Army so that soldiers are conscious of unsafe acts that are about to happen, can see the potential for tragedy, and can fix it. p. 109

NCOs are the final enforcers of safety standards. Help your soldiers develop the "sixth sense" of safety that all us try instinctively to practice as parents. p. 191

You can care in a concrete way....When I first got to Fort Campbell I was accosted with the figures of 55 soldiers being killed a year on the highways in POV accidents- 80 percent of them alcohol related. And going around to families and telling them the bad news that they had lost a loved one, it ate on me. What, as commander here, could I do to try to deal with this carnage?....Out of that came the DWI policy that is now in the Army all over, and many states have adopted that....In two years at Fort Campbell, we cut... fatalities down to 22 a year, and alcohol-related deaths were only about 30 percent. And interestingly enough, the insurance rates started to go down. So there are benefits to be derived. p. 332

As steward of the Army, trying to do all that I can do to provide ethical and responsible leadership, I implore you to help from the ground up...to galvanize a renewed commitment... p. 110

# Soldiers

The fact is that *younger leaders [not generals] are the ones who really make history. They earn the medals for valor and achievement. They are the ones who get things done and make the Army great.* p. 93

Well qualified soldiers, physically and mentally toughened by their training and led by competent and caring leaders, make the greatest difference. With them any strategy is possible. Without them no strategy can be secure. p. 42

A soldier is many things to many people: someone's son or daughter, a husband or wife, a father or mother, a friend, an acquaintance. A soldier is a citizen among other citizens, and a servant. It is in the role of servant that the soldier observes a fundamental difference: their fellow citizens have entrusted them with the power to protect "[their]...lives, [their]... fortunes and...[their] sacred honor." p. 27

A steadily increasing proportion of women in the Army has also enhanced the talent base in the force. p. 10

If anyone asks you, "Where are the warriors in today's Army?" "Where are the Pattons, Bradleys, and the others?" Give them a straight answer! They are "out there," now, leading our soldiers at every level in our units! If war comes, they will emerge, just as they did in World War II. p. 101

[The Chief of Staff draws] strength and confidence from the quality soldiers who serve with us today. p. 257

Experience...the thrill that comes from being a soldier. p. 258

# Staff

[There is] a natural tension between the field and a headquarters, but it is also a complementary relationship. p. 231

The objective [is] to develop complementary rather than duplicative capabilities. p. 164

We need to...strengthen leadership from the squad, crew and section level to the headquarters of the Army. We must include staff as well as command responsibilities. p. 312

The Combined Arms and Services Staff School (CAS3) course that we now have instituted, is, I'm told, a sort of Ranger school in the classroom. pp. 357,358

Foreign graduates of the Staff School at Fort Leavenworth now number over 4,600 and include 22 heads of governments and 181 chiefs of service or defense forces. p. 68 (October 1984)

# Teaching and Learning

I believe the most important legacy that any one of us leaves as a leader is the teaching of younger people, giving of experience to them. p. 343

The teaching of those entrusted to our care is the most important legacy any officer can leave to the U.S. Army....Our legacy is then left with those we have mentored and developed to be our successors, whereby we enrich and perpetuate our proud Army institution. pp. 279,293

The object of teaching is to enable soldiers to get along without their teachers. General Creighton Abrams, p. 90

Only by teaching can we truly prepare soldiers to be successful and to survive in combat. p. 286

Teaching is a part of mentoring. p. 295

Listening is a form of loyalty. p. 118

A notebook not only helps you see and hear, but it also helps you listen inwardly. When an idea comes to you in the middle of the night or out in the field, you write it down....I have carried a notebook all of my life in the Army. It saved my life in Vietnam, incidentally. It stopped the bleeding; but it's not the reason you carry it around. p. 335

In a...way, the time and tide of human life are blessings because together they wash away the grief and difficulties of life. But time and tide can also obscure the bitter lessons of the past, and condemn us to repeat our earlier mistakes if we do not learn from them....This can be a national as well as personal tragedy. We often neglect or overlook the lessons of history. pp. 279,66

# Technology

Good technology wins battles and saves lives. p. 33

Computers, automation, and communications....must be catalysts. They must make the whole greater than the sum of the parts. p. 43

Land forces comprise the oldest form of warfare in an era which is witnessing the greatest technology revolution in history. p. 18

We must capitalize on as much leverage as we can from technology. p. 340

By harnessing technology we can convert support manpower to combat power. p. 188

I don't think technology will ever take the place on the battlefield of the ultimate role of the soldier, or of units that are manned with people, because people are the ones who have to make judgments. p. 340

# The Total Army

**Civilians.**

The Army really cannot fulfill its mission without a civilian workforce that is every bit as dedicated to duty and to service as the uniformed people. p. 339

**Reserve Components.**

There is extraordinary dedication on the part of these soldiers [members of the Reserve Components] who give extra time to prepare for these major field exercises, far beyond what is authorized in the annual training and the monthly training. p. 351

**Retirees.**

[Retirees] are a link to our distinguished past; and, from them, we draw strength and encouragement for the future. p. 77

The military retirement system is one of our most important personnel management tools. It helps configure the inventory in terms of experience required to sustain a ready force. p. 57

The slogan "U.S. Army Retired- Still Serving" signifies the supportive attitude of a special group of people whose talents we in the Active Army are trying to tap fully. p. 77

**Veterans.**

Whether in war or peace, soldiers who have passed through the ranks of the United States Army in service to their country look back on that experience with a high sense of pride. p. 289

Veterans...never seem to lose the deep-seated pride that comes from serving one's country. p. 289

**Families-** see pp. 10,11

# Training

An individual soldier's competence and confidence in his military skills and capabilities, as well as confidence in his leaders, are perhaps the most important elements to ensure success on the battlefield and survival under tough and dangerous conditions. p. 284

Tough training saves lives in battle. Soldiers instinctively know this and our mission demands it. p. 283

We must...give our soldiers the equipment, training, and leadership they need to have the best chance for survival... p. 311

Training generates confidence in the organization and its leaders which in turn strengthens the morale of each soldier. p. 283

Good training leads directly to good discipline- both collective and individual. Concurrently, good training develops initiative and resourcefulness: the ability to perform independently under a wide range of conditions. p. 283

Good training concentrates on wartime missions and the way units are going to fight, but at the same time assures that the training is safe. Training can be tough and demanding without being reckless or careless about the lives and limbs of our precious human resource. p. 283

Good training means learning from mistakes, and allowing plenty of room for personal and professional growth. We can do this in peacetime. In wartime, we can't. p. 283

Good training means recognizing the high value of soldiers' time. Good commanders protect their units from training detractors and last minute changes. p. 284

Good training means strong leadership development with *NCOs fully responsible for individual training* and officers responsible for unit training. p. 284

We must train as we expect to fight....If we compromise on standards of training, we jeopardize unit cohesion and the lives of our soldiers who may have to fight tomorrow or deploy rapidly without further preparation. pp. 74,282

Well rehearsed battle drills at the squad and platoon level enable leaders and commanders to put into action quickly a plan of operations such as one might encounter in a meeting engagement. [In one example] since the battle drills were second nature, the soldiers needed to know only the directions for attack, their flank units, their objectives, and the locations of their leaders. p. 174

The experiences of units at the National Training Center demonstrate conclusively the need for innovative thinking and initiative. Units that are the most effective tactically at the NTC are those whose junior leaders, both officers and NCOs, demonstrate an understanding of their higher commander's intent and are not afraid to act on their own initiative. NTC results show that on today's fast-moving and dispersed battlefield, innovation and initiative are essential to winning the first battle as well as the war. p. 305

The Reserve Components are now sending battalions to the National Training Center, and they have performed effectively out there. p. 351

The National Training Center...provides the finest, most realistic, and most challenging training in the world.... We have the best training in the world there, bar none, and I've seen training in forty countries and their armies. pp. 59,234

## The United States and The Army

We are America's Army...and we can be only what the American people want us to be. p. 193

Our Army can be no better than the American people want it to be....As they demonstrate a strong will as a nation, then the Army will be there when needed. p. 193

A basic question a soldier must answer in making the decision to serve his nation under arms is "What makes this nation, this way of life, worth defending?" At the most fundamental level, the answer is most often found in the freedoms, peace and human rights we each enjoy. p. 26

Our soldiers stand, as they have stood for over two centuries, as guardians against those who would deny us the freedoms we enjoy. They guard against those who would take our lives, either by the chains of oppression or with weapons. They guard and insure us against those who would tear down the sometimes frayed fabric of democracy under which we, and other peoples of the world, live and pursue our individual beliefs and desires. p. 27

Our soldiers must also feel a bond with their country. p. 46

It is customary in democratic countries to deplore expenditures on armaments as conflicting with the requirements of the social services. There is a tendency to forget that the most important social service that a government can do for its people is to keep them alive and free. Air Marshal Sir John Slessor, p. 36

The military is an instrument of the national will, and not a substitute for it. Secretary of Defense Caspar Weinberger paraphrasing Carl Von Clausewitz, p. 172

It is not big armies that win battles; it is good ones. Marshal de Saxe, p. 33

# Values

Our profession involves deep moral values because we are dealing with matters of life and death- for ourselves, for those who serve shoulder to shoulder with us, for our nation, for our families, and for adversaries and noncombatants. p. 279

What can make the Army great is simply the quality of leadership and the enrichment of values. p. 358

Values are intangible. While we cannot see or touch them, we can sense solid values in others. They, in turn, can sense them in us. p. 190

Over the entrance to the Cadet Chapel at West Point is a large stone cross with a sword in it. The sword represents King Arthur's "Excalibur." For...soldiers the symbolic lesson is that the sword of military power can be withdrawn only when governed by noble values. p. 26

[Soldiers] are the ones who will judge whether you spend your talents to make them ready and help them to grow. And they are the best judges of whether you spend your talents mostly on yourself. p. 48

But unlike soldierly skills, ethics and values are more "caught" than "taught." They are "caught" by young soldiers from their leaders and their peers, from the ethical climate that exists in their squads, platoons, and companies. They are "caught" by West Point and ROTC cadets and OCS candidates. They are "caught" by children in families where moral values are lived day in and day out. Schoolroom discussion can never take the place of practical example. That is why I placed so much emphasis on leaders teaching by personal examples of excellence and caring counsel of subordinates. It is the most important legacy we leave. p. 280

# Vision

Vision, the ability to anticipate the course of future events, is what keeps the Army *steady on the course*.
p. 183

In the Book of Proverbs it is written, "Where there is no vision, the people perish." p. 301

Establish a vision for what you want to get done. Then work on that vision. By vision you can measure your progress and success. p. 331, paraphrased

Without a vision there tends to be the potential for drift in an organization. p. 331

It's awfully easy to be down among the details. It's awfully good to be a prisoner of the in-box and to deal with stuff that's given to you. It's much more difficult to champion new ideas, to rise above the fray, and to have a vision that carries a unit or an organization beyond the nearsightedness of day-to-day life....Rise above it! p. 234

The Secretary of the Army [John O. Marsh, Jr.], with considerable vision...instituted the annual themes to focus the Army in a particular direction and to institutionalize progress. There's a synergism from all of these themes, beginning with the Spirit of Victory, then Fitness, Excellence, and the Year of the Family....The Year of Leadership was to enrich the performance, training, and the commitment of leaders throughout the Army....the Year of Values...ties...the human dimension of the Army and the underpinning of our soldiers and their families, the basic values that have made our society great. These are historic values in support of freedom. p. 356

# Work

The difference between a career and a job is the difference between 60 and 40 hours a week.

Douglass Southall Freeman, p. 47

Do your job well because that is where honor lies.

a young soldier, p. 237

Don't...be one who reaches for the stool when there's a piano to be moved. p. 112

We live in deeds, not years; in thoughts, not breaths... he most lives, who thinks most, feels the noblest, and acts the best. a wise man, p. 244

The Sea of Galilee receives but does not keep the water from the Jordan. For every drop that flows into it another flows out....The Sea of Galilee gives and lives.

p. 48

The Army has....given me and the family room to grow, to "be all that we could be."....I've tried to give the very best that I could back to the Army in my four years.

pp. 259,331

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The Army renews itself. Cadets...around the country, graduate and enter the Army and senior officers retire....I offer you a final salute and leave the Army confident that our future is in good hands....**Thank God that some things like patriotism and professional military competence are eternal.** pp. 46,256,66

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