





MANAGEMENT  
*of*  
THE AMERICAN SOLDIER

*By*  
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*National Army*

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## FOREWORD

Mr. Thomas F. Ryan has two sons in our army, and is deeply interested in whatever pertains to the welfare of the military service.

Mr. and Mrs. Ryan have provided an extensive and comfortable Officers' Home for the benefit of officers who are passing through New York en route to service overseas, and they are now building an attractive Officers' Club at Camp Mills, the large Embarkation Camp near Mineola, Long Island. Sometime ago in conversation with Mr. Ryan I expressed the belief that the greatest weakness of our young officers was their lack of practical knowledge and experience in the handling of men, and that there was no book known to me which covered this field. Mr. Ryan generously offered to publish a booklet on this subject if I would write it.

The best part of this publication therefore—the fact that it costs nothing to the officer who reads it—is due to the generosity of Mr. Ryan.

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## INTRODUCTION

At the beginning of the present war the authorized strength of the United States Army, exclusive of Philippine Scouts, was as follows:

Officers .....	7,038
Enlisted men .....	132,122

Since our entrance into the war we have increased the number of our officers by more than one hundred thousand and the number of our enlisted soldiers by more than one and a half million. It goes without saying that this enormous expansion in our military forces has been a task of great difficulty. Our country has always been opposed to a large standing army and the policy of our Government has always been peculiarly non-military in character.

The material which has been used in the rapid expansion of our army is excellent. Sterling young college men have been put through the various training camps and their progress has been quite satisfactory. They have worked hard and have absorbed much of the technical training that is required in modern warfare. All sorts of textbooks, manuals, and pamphlets, combined with the explanations and lectures of selected instructors, have given them at least a fair smattering of the subjects which are essential for them to know.

There is one respect, however, in which a great many of these young men are deficient. My duties at a Port of Embarkation, through which a great body of troops pass, have given me opportunity to see something of a considerable number of our new officers and to size up their weak as well as their strong points. I am quite sure of my ground when I say that the weakest point in the training of our young officers is their lack of knowledge and experience in the handling and management of their men.

Men are the tools of the military profession. Without at least a fair knowledge of how to use those tools the young officer is likely to lose much of his efficiency. Beyond question the management of men is the most important, as well as the most difficult thing that falls to the lot of the line officer. No amount of technical training or of technical knowledge on the part of the line officer can make him truly efficient if he does not possess the power of controlling his men in such a way as to preserve harmony in his organization and bring out the best efforts of those under his control.

Strange to say, the young officer seeking some written guide to assist him in learning this important part of his profession will have great difficulty. We have lectures and manuals and treatises and textbooks on all sorts of technical subjects. On the subject of how to manage men—the most important subject of all—the young officer will find pretty



nearly a barren field. A few paragraphs in Army Regulations, a few scattered magazine articles, and a general order or two, compose the literature available. Neither at West Point nor at our service schools, has this subject received the attention that it deserves. Apparently our young officers are expected to pick up this part of their training by intuition and observation. Experience is the best teacher, but it is a slow and costly process for the young officer to have to learn the rudiments of this important part of his profession by feeling his way along, profiting only by the mistakes he may make. It is an especially costly process if the young officer has to pick up this important part of his education while his country is at war and when each mistake may add another to his already numerous difficulties.

At the present time we have thousands and thousands of soldiers under command of young officers without any sufficient practical experience in the management of men and who are groping their way, doing the best they can according to the lights that are furnished them. I am convinced that **something** ought to be written in the effort to help our young officers in this most important part of their profession. Anything at all will be better than nothing. In the *Infantry Journal* for November-December, 1916, I published an article on "Administration and the Management of Men."

This present article is an enlargement and expansion

of that. In its preparation I have consulted such additional literature as my limited time has afforded me opportunity. In particular I mention the following:

Military Character—By Admiral Sims, published in the Infantry Journal for February, 1918.

Psychology of War—By Eltinge.

Fundamentals of Military Service—By Andrews.

Lectures on Discipline and Training—By Colonel Applin of the British General Staff.

Mimeograph publication on "Military Character" published by the Naval War College.

No claim for originality is made for any idea suggested herein. I am writing this largely from a sense of duty because I think that some one of our older officers should do something in this line. I know that it is needed. That this present article is crude and filled with imperfections must be evident, but it may serve as an incentive for some one else to prepare an article that is really worth while.

In no other profession is the study of men so important as it is in the military profession. To us Pope's line, "The proper study of mankind is man," appeals with peculiar force.

My effort in this article is to avoid prolonged discussion. The suggestions made are concrete. Many of the items noted are elementary in the extreme, but they are those that constantly present themselves. What the young officer needs is definite instruction, not a sermon.

## GENERAL STATEMENT

As a rule the American people have a most excellent opinion of themselves. They are imbued with the idea that individually and collectively the American in all things is at the top of the heap.

Apparently as a nation we have been ready to believe that by intuition, and on the spur of the moment, we could accomplish what has cost other nations years of effort and self-sacrifice. On no other theory can we account for our national indifference to a proper state of preparedness. The idea that a million men would spring to arms between sunrise and sunset was popular with many of our fellow countrymen because it was what they wanted to believe. From these halcyon dreams our people have been rudely awakened. They now realize that military preparation is a matter of time and much hard work.

It has been said that the proper time to start the training of a gentleman is a hundred years before his birth. It is beginning to dawn upon many of us that the proper time to prepare for war is at least a generation before the war must be fought. Under any circumstances the making of an army from the raw material is a slow and difficult process; it is especially difficult when the raw material comes from a nation in which the military spirit is almost wholly lacking. Our people, wholly unaccustomed to military affairs and deeply absorbed in business pursuits, have apparently believed that all that is necessary to make a soldier is to put a uniform on his back and a gun in his hands. The young American of best type makes excellent ma-

terial for a soldier, but it takes time and great patience to produce the finished product. In the case of the average native American his physical powers, his initiative, his resourcefulness, his courage, and his intelligence are all of a high order. Nevertheless, he has some inherent disadvantages as a soldier which our nation has been slow to realize.

Frankness and a desire to look at all sides fairly should prompt us to recognize some of the weak points of the young American as well as to admire those points where he undoubtedly appears to advantage.

### SOME DISADVANTAGES

First and foremost in the way of difficulties is the matter of environment. The young American has been bred and born in an atmosphere distinctly non-military. From his earliest youth he has been accustomed to ideas of great individual independence. Distinctly he has been his own boss. In certain sections of the country it is not unlikely that he has had opportunity to absorb prejudices against military training and against the uniform of the army and navy. The average young American has been accustomed to hearing his government freely criticised, and perhaps himself has already become an expert critic.

Now the first and most important lesson in the life of every soldier is discipline and obedience. Without discipline military instruction is in vain. One of the most difficult things to instil in the young American soldier is a proper conception of the enormous, the indispensable value of discipline. The American is born in a democratic country where all men are equal and

where every man is accustomed to making up his mind as he goes along. Hence it is that many sterling young Americans find the first few months of military training extremely irksome. The requirement of suddenly giving up their own will and rendering prompt and willing obedience to the will of others is not easy; it is especially hard on the young men of our democratic country accustomed to having their own way in everything. Right here is one of the prime causes of desertion. The recruit accustomed to doing as he likes finds the lessons of discipline very trying, and makes up his mind that he will go back to a life rid of such annoyances. For a time he is like a wild animal suddenly taken captive and that longs for its former freedom. The first months of a soldier's training are always the most trying. Once the soldier has gotten over the first bumps the bonds of discipline become less galling and the attractive part of a soldier's life begins. It is in these first months of the life of a young soldier that the officer needs to be most careful and most patient.

It is different with the young soldier of a country (Japan or Germany, for instance), where military training is compulsory. From childhood he has been reared in a military atmosphere. The ideas of discipline are absorbed as he grows up. It goes without saying that the task of the officer is immeasurably easier in a country where military training is welcomed rather than in our own country where it is tolerated only when dire necessity forces it upon us:

While we are about it we may as well confess that there are national habits that greatly increase the

difficulty of managing the American soldier. I remember once to have seen the sailors of an entire Japanese squadron given shore liberty in a town where saloons were quite plentiful. They were put ashore in the early morning, and were told that the last boats to take them back to their ships would leave at six o'clock in the evening. At that hour the last Jap went back, and of the nearly two thousand sailors not one had become intoxicated. He would be an optimist of highest degree who would be willing to believe that two thousand American soldiers or sailors could be turned loose in a city where whiskey is both cheap and plentiful, and yet find every man fit for duty at six o'clock in the evening.

I do not make this statement either to detract from the American or to extol the Jap. My only idea is to show that the American officer will find certain difficulties by reason of inherited national frailties. Since our entrance into the present war the prohibition of the sale of intoxicants to men in uniform has done much to improve the temperance of our men. It is useless, however, to deny that the existing law has been, and is being violated in numerous ways. So far as the interests of our army are concerned, it will certainly be best if the constitutional amendment is enacted giving national prohibition to the country.

America is a composite nation embracing many distinct elements. The great national melting pot has not yet made us one homogeneous people with easily distinguished national characteristics. This fact adds greatly to the difficulty of the American officer. It is

a well known fact in our army that some officers who succeed admirably with white troops fail entirely when they come on duty with our negro soldiers. This is due to the fact that they do not understand the negro character, and success comes most frequently to any officer when he is managing men with whose characteristics he is entirely familiar.

Take the average white American company. It will be composed of men of many nationalities. The Irish, the Swede, the Pole, the Jew, the Italian, and many others will be represented. These men possess widely different characteristics. They cannot all be managed upon the same plan. In our country all men are equal, but all soldiers are not equal—not by a jugful. The officer who would try to manage the timid, well-meaning Swede by the same means which he would probably have to use in controlling the Bowery tough, would have no more success than the parent who uses the same method in dealing with the timid, shrinking child that he is forced to use when dealing with the headstrong and wilful one. This fact, then, that we are a composite people possessing the characteristics of many different peoples adds much to the difficulties of our officers in the management of their men.

## QUALIFICATIONS OF OFFICERS

A large book might be written and still leave the subject far from exhausted. Of all essential qualities, sound common sense is easily first and foremost. Without this indispensable sine qua non, no officer can hope to be successful in the management of men.

Even with sound sense as a foundation there is the greatest difference among officers in respect to their ability to manage men. There are some officers who will never make good with troops, no matter how hard they may try. They lack a certain indefinable, intangible something that spells the difference between success and failure. Just as there are men who may study music a lifetime and never learn music, so there are officers who may study hard and never learn the mastery of the infinitely more difficult chords that control human nature.

I do not mean by this that any officer, however gifted by nature, ever attains full stature except by one means—unceasing observation and unceasing effort. There is a widespread idea that a great leader like Napoleon is the heir to a heaven-born gift that raises him beyond the level of all his contemporaries. But let the truth be known for the encouragement of all who are willing to attain eminence as Napoleon attained his—by hard work. In his youth that which distinguished Napoleon from his fellows was his constant reading, his habit of taking many notes, and his power of application. He himself has said that the power of applying military principles readily and on the spur of the moment came to him by always thinking of them. Success came to Napoleon as it comes to most officers, through constant endeavor. It is not my intention to enter into a long drawn out discussion of the qualities needed by the officer on duty with troops. It is better to touch upon these qualities in the discussion of the relations between the officer and those under his command.



## TREATMENT OF THE AMERICAN SOLDIER BY HIS OFFICER

In the first place, treat the soldier as a man. Treat him as you would yourself like to be treated were you in his place and he in yours. I do not mean by this that the soldier should be coddled—far from it. But you can be exacting, you can require the most punctilious observance of orders and regulations, and yet do it without nagging or irritating the men under your command.

Some officers lack the backbone to require the proper performance of duty on the part of their men, lest it render them unpopular. They are willing to play a namby pamby part because they cannot muster courage to exact from their men a proper performance of duty. Let the young officer examine himself right here. If he cannot muster the moral courage to do his duty he can never expect to train his men to do theirs. Right here is the beginning of inefficiency. Many is the officer I have known and who must himself have known that he lacked the backbone to say *no* when that was the answer which ought to be given. Any young officer can easily examine himself. If he cannot correct faults, if he cannot deny his men when they ought to be denied, then the officer has missed his calling and he is likely to prove a failure.

On the other hand, there is no need to be a martinet. No useful purpose is accomplished by a constant nagging and scolding on the part of the officer.

On a bronze tablet at the main sally port at West Point is the following extract from an address to

cadets by Major General John M. Schofield, Superintendent of West Point, August 11, 1879. Let the young officer study it carefully for it contains much excellent advice:

The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment.

On the contrary, such treatment is far more likely to destroy than to make an army.

It is possible to impart instruction and give commands in such a manner and in such a tone of voice as to inspire in the soldier no feeling but an intense desire to obey.

While the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey.

The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the commander.

He who feels the respect which is due to others cannot fail to inspire in them regard for himself.

While he who feels and hence manifests disrespect toward others, especially his inferiors, cannot fail to inspire hatred against himself.

## INCULCATING PRIDE OF THE SOLDIER IN HIMSELF AND IN HIS RECORD

Of all influences over mankind few are so powerful and so far reaching as pride. We often hear it said of an individual that "he did not know what fear meant." I do not believe it for a moment. When danger of death is near all men fear it. There are some men—

many men—who overcome that fear, and they are rightly called brave; there are other men who succumb to that fear and we dub them cowards. The same man may overcome his fear on one occasion, and on the very next occasion may yield to it.

Now there is no other influence that holds a soldier in the battle line so well as pride. He fears the jeers and the contempt of his companions more than he fears the bullets of the enemy. It is pride in his good name and in his fair reputation that holds him to the mark. A regiment which has once earned a reputation for bravery will stick and fight on to the death because of its pride. Now pride of the soldier in himself and in his reputation is a tremendous asset in the every day management of the soldier, provided the officer knows how to turn it to account. Every normal man has an earnest desire to succeed, and feels a deep interest in winning success. Judicious effort on the part of the officer will build up a feeling of pride in the soldier that will be most useful.

Therefore, the officer ought to be most careful to avoid any act that will tend to destroy the self-respect, the feeling of pride of the soldier in himself and in his record. Never put a young soldier in the guard house for the first time if it is possible to avoid it—not until you are sure that no other course will answer. When you put a soldier in the guard house you run the risk of bringing upon him a feeling of degradation and of discouragement, and you run the greater risk of injuring that great asset—his pride in himself.

When I was a young lieutenant I had a captain whose

method of controlling his men in case of dereliction was to call them one by one into the orderly room, and appeal to their sense of pride, both in themselves as well as in the company. I have since seen many officers who were abler, and more efficient, and more valuable to the Government, but I have seen few who knew better how to bring out the best there was in a soldier.

## PRIDE OF THE SOLDIER IN HIS ORGANIZATION

In these days when our few permanent organizations have been torn to pieces in the effort to provide seasoned material for units just being formed, it seems ridiculous for anyone to talk about pride in the organization to which the soldier belongs. Yet the time may come, and that soon, when there will be many American soldiers who will justly know and justly glory in the pride of the unit to which they belong. It may soon be that we shall have American organizations who have won their title to be placed beside those famous organizations in history that have made their names immortal.

General Sherman once said that an army had a soul as well as a man. This is true, and it is also true that a company has a soul as well as an army.

The pride of the soldier in his organization may be made a most useful influence in the ordinary routine administration of a company. As illustrative of the **beneficial influence** of company pride in ordinary every day management of men, I may relate the following:

In the summer of 1886, I was at Fort Leavenworth attending a rifle competition. At that time, no regi-

ment nor even any considerable part of any one regiment was stationed there. It was the custom to select one company or one troop from each of several different regiments and to send it to Leavenworth as a part of the garrison. In 1886 they were casting about for an infantry company—they wanted a good one—one that would set a proper standard for the student officers. The choice fell upon Company K, 13th Infantry, commanded by Captain Arthur McArthur, Jr. It was a wise choice, and I shall not forget that company, small in numbers but so abounding in spirit and pride as to be notable.

The men all knew why the company had been sent to Fort Leavenworth. Every man felt that a great onus was on him individually. The line at parade showed service stripes on nearly every man from wrist to elbow. When the company was dismissed no man sallied forth from the barracks who was not so spick and span as to be a marked man at yards' distance. For a man with "K Company, 13th Infantry," on his cap to be sent to the guard house would have been a calamity. There were stories of how one or two, over-bibulous after pay day, had been brought in the back way by companions lest some one might see a K Company man at a disadvantage.

When I was a "youngster," I was serving at a large post at the time of the establishment of the Post Canteen. Everything connected with the running of it was new; nothing had been worked out. The War Department authorized no stoppages; company commanders were responsible for their own collections, and the sub-

ject of these collections caused a good deal of anxiety. There was a general consensus of opinion: to the guard house and the black list with any man who failed to pay. Pay day came and went. There were many failures to pay, likewise many in the guard house. One captain had three men who failed to pay. He called them into the orderly room one at a time. Each man put up a sorrowful story about having spent all his money before he reached the canteen. To each one, the captain made the same reply: "I do not like to have men of my company in the guard house; it hurts the man, and it hurts the company." Then he took from his own pocket the money needed to pay each man's canteen bill, and sent him down to pay it. But it did not stop there. The captain then sought the canteen officer, and learned that the men had paid up. He asked the canteen officer to write him a letter to that effect, and the letter also said that his was the only company at the post which owed nothing. This letter was posted on the company bulletin board. It made a hit. The men of the company thereafter would not stand for any man injuring the good name of the company by non-payment of canteen bills. That company enjoyed a fine reputation while other company commanders swore and reviled and put men in the guard house.

### HOMESICKNESS

Many of the young soldiers who are now serving at our various cantonments, as well as those already "over there" have left their homes for the first time. It is not unlikely that many of them will suffer from home-

sickness, perhaps in an acute form. To the young soldier homesickness is a great trial, and it will take time and grit for him to overcome it.

The judicious officer, alive to the interest of his men, can do much to help overcome the ill effects of this most trying time. Just a few words—and *no more*—to tell the young soldier that a time comes in the life of every man when he must leave his former home, that the strong man grits his teeth and overcomes his lonesome, distressed feeling, and that only the weakling gives way and plays the baby act.

At the same time give the homesick soldier plenty to do. Homesickness feeds on idleness. It is most likely to disappear when the soldier is given such a quantity and variety of work as to keep both body and mind fully occupied.

### WRITING HOME TO HIS RELATIVES

Many a young soldier after he has been away from home for a time acquires new interests, and forgets to write home, frequently to the distress of his parents. It is not infrequently the case that the company commander receives anxious letters of inquiry from the parents or other relatives of some of his men. Some officers regard such small matters as a petty detail not of sufficient interest to require their attention, but it is in these small matters that the officer has opportunity to show his really helpful spirit towards his men.

One way to manage this matter is to wait until the company is assembled and then announce *without mentioning any names* that a letter of inquiry has been

received from the parents of one man in the company; that every young man ought to feel interest enough in his parents to write to them from time to time, and that any man who fails to take that small trouble should be ashamed of his neglect. When the right sort of officer makes an announcement of this kind to his men the neglect will soon disappear.

### PROPER DISTRIBUTION OF DUTIES

Before our entry into the present war promotion in our army was relatively slow. A second lieutenant was assigned to a company, and he had the benefit of learning by observation and experience. His captain was generally an officer who had received a certain amount of seasoning. The green subaltern had abundant opportunity to become acquainted with his profession gradually.

It is not so now. The stress of war has put upon the young officer tremendously important duties, and at the same time his opportunities for properly fitting himself for the performance of those duties have been greatly curtailed. Nowadays a great many of our captains, and even field officers, are without the experience that is so necessary to enable them properly to control the men under their charge. In many organizations the captain and the lieutenant must learn their duties simultaneously—it is a case of the blind leading the blind. All the more necessary is it then that some sort of system be pursued and that system the right one.

In that excellent manual, the Infantry Drill Regula-



tions, it is laid down and insisted upon over and over again that in all tactical work there must be an allotment to each subordinate of his appropriate duties and non-interference with him so long as he does well. It is a correct principle and works well. It is the means we rely upon to give to the subordinate the opportunity for developing efficiency and confidence in himself. Without this system we could never train the subordinate officers and non-commissioned officers properly to lead their commands. This same system which the drill regulations prescribe for tactical exercises should be insisted upon at all times—on the march, in camp, at meals and in barracks or in billet. There is no other principle more important for the young officer to get clearly fixed in his mind, for in many organizations this principle is neglected entirely. In many companies the captain and the first sergeant are the whole show. There is no intermediary, and nobody else attempts to exercise any authority. In such organizations the lieutenant assists the captain only when at drill or military exercise. Subordinate non-commissioned officers refer every question to the first sergeant.

The corporal is frequently never called upon to exercise any authority except on guard or in charge of fatigue parties. At drill he gives the commands, "Squad, halt" or "follow me;" when the recall sounds his authority ends, his duty is done. No one but the captain and the first sergeant is getting any training in the handling of men because no one else has the opportunity.

When the time comes for a lieutenant or a subordi-

nate non-commissioned officer to step into a more important place requiring the control of men, he is green as grass because he has had no actual experience. A man may stand on the bank and watch others swim week after week; but, if he wants to learn how to swim, he must himself go into the water. The captain who does not give his lieutenant and his subordinate non-commissioned officers anything to do except at drill and military exercise is not training his company as the army regulations require, neither will he get best results.

I quote two paragraphs of Army Regulations to show their general tenor:

Paragraph 287: A thorough police of barracks will precede the Saturday inspection. The chiefs of squads will see that bunks and bedding are overhauled, floors, tables, and benches scoured, arms and accouterments cleaned, and all leather articles polished.

Paragraph 288: Chiefs of squads will be held responsible for the cleanliness of their men. They will see that those who are to go on duty put their arms, accouterments and clothing in the best order, and that such as have passes leave the post in proper dress.

There are few organizations where these paragraphs of the regulations are enforced. When a captain picks out a private and makes him corporal, he cannot tell in advance what sort of non-commissioned officer he is going to make.

Neither can he tell much about the corporal if he hears him say only, "Squad, halt," or "Follow me." I have many a time heard a captain say that he was surprised and disappointed in the poor showing made by some sergeant who had just been promoted from corporal. The time to try out the corporal is when he is a corporal. Give him the seven men of his squad; tell him they are his to look after, to instruct, and to manage. Tell him he is to look after the condition of their bunks, their equipment, their cleanliness and their behavior. Put the corporal on his mettle. When his squad is unusually good at inspection, it will do no harm to say, "Corporal, your squad was in good shape today." All of us like an encouraging word now and then. When the corporal's squad is not in good shape, tell him so, and tell him what was wrong. In other words, give the corporal a real job. If any man of his squad has muddy shoes at the foot of his bunk, or hair that needs trimming, or grease spots on his coat, speak to the corporal about it. The commissioned officer ought never to do the corporal's work; it is sufficient if the officer sees that the corporal does his work and does it well. It is only by holding the corporal strictly to his job that he will get the idea that it is really and truly incumbent upon him to look after his squad in the way that the regulations require.

The squad system is the very soul of company training; it gives to the company commander opportunity to size up his subordinates, to relieve any who are hopeless, and develops confidence and efficiency in those who need just this kind of work.

In proper sequence, each line sergeant should have under him the squads assigned to his charge. In the supervision of these squads, he should as far as possible, deal with the corporal. The captain should deal with both. In short, every non-commissioned officer should have a job. When anything goes wrong, every man whose business it was to supervise that particular work should be held up, and responsibility for the failure established.

It takes a tactful captain to get the proper work out of his lieutenants. Many are assigned no work at all except at drill or at tactical instruction. There can be but one officer in command of a company, but that is no excuse for letting the lieutenants remain ignorant and go to rust for lack of opportunity to learn their profession. The best training for inexperienced lieutenants will be given by assigning to each in turn certain duties as the captain's representative in the management of the company mess, the daily inspection of barracks, kitchen, mess hall, etc., office work, preparation of rolls, returns, routine papers, etc. One excellent form of training for a lieutenant is to place him in charge of gymnastics, athletic events, and company amusements.

Following out the scheme above outlined and required by the regulations, every officer and every non-commissioned officer will have something to do. The captain will have supervision and control but will exercise it in such a way that all of his subordinates are receiving training of the right kind—a training that will enable the machine to continue to run smoothly even

though the captain and the first sergeant should be simultaneously called away.

## CRITICISM

Undoubtedly one of the greatest handicaps upon efficiency in our army is the tendency upon the part of some of our officers to overmuch criticism.

Every American citizen feels at liberty to express his views on any subject that comes up. Freedom of speech is a national right, and the American officer feels that he has all the prerogatives of any other citizen. Not always does criticism, even when well meant, work to the good of the military service.

For instance, let us suppose that an order involving a new policy is issued from the War Department. What happens? Do we as a body get behind the order, and use our utmost endeavor to carry out the spirit of the order? Or do we—a great many of us at any rate—immediately begin to tear the order to pieces, and sharpen our wits by showing how some other plan suggested by ourselves would have been better? The young officer cannot be too careful of his course in this respect. No officer ought to expect soldiers under his command to carry out loyally his orders if the officer himself does not set the example. The disastrous habit of “knocking” all orders and all authority is one of the most harmful influences in our whole service.

Not only that, but we sometimes find this criticism takes place in the presence and in the hearing of enlisted men; nothing could be worse. It is an old saying that is a soldier's privilege to growl. If this is so,

our service would be often more benefited by the breach than by the observance of this privilege.

Our officers' mess should be a place entirely free from the criticism of official orders, and a place notable for its loyalty towards official authority. On the contrary, it is sometimes the case that our messes and our clubs are only convenient spots where the critics may foregather.

The great Admiral Jervis once said: "I dread not the seamen; it is the indiscreet, licentious conversation of the officers, and their presumptuous discussions of the orders they receive that produces all our ills." Let all officers who presume to criticise their seniors remember this—that they thereby set the example for criticism of themselves by all who are junior to them.

### DRUNKENNESS

One of the most difficult things that the young officer will have to contend with in the management of his men is to prevent on the part of some of them overindulgence in intoxicating liquor. This is a hard problem for even the best and most experienced company commanders.

Some officers—many officers, in fact—never think of taking any preventive measures. The soldier who gets drunk is placed in confinement; when he has sobered up he is tried by court-martial, a portion of his pay is taken away, perhaps additional confinement is awarded—and that ends it for the time being. Another pay day the same thing happens, and pretty soon the man is a confirmed drunkard. The officer who draws high

pay to control his men never thinks to raise his hand or to lift his voice in the effort *to prevent* the soldier from getting drunk—his only action is to punish the man after the offense. Any officer who is satisfied to allow his men to drink to excess, and makes no attempt *to prevent it*, is not doing his full duty.

I know full well that there are some men—a few men—in almost every company who are incorrigible, and who can be managed only by the strong arm of the law. Nevertheless, most of our soldiers join their companies as young recruits. They are not confirmed drunkards when they join, and with proper management they can be kept decent and sober. The most demoralizing influence upon them is their contact with the “hard nuts” of the company. The country boy who is not accustomed to drink requires a good deal of backbone to withstand the guying of older companions who make sport of him and his lack of worldly experience. Many a young recruit is driven to his first offense through the taunts of older men.

It requires a lot of moral courage on the part of the inexperienced lad to stand up against the boastings and the enticements of those whom they regard as veterans. The time to save the young soldier is in the beginning. A little care on his captain's part will do much to keep the young soldier straight. If his foot slips and he gets drunk for the first time, don't keep him in the guard house forever, thereby crushing his self-respect. Try an appeal to his pride.

In my own experience as a company commander, I never found any other method as useful to me when a

soldier had sobered up as to bring him alone into the orderly room, look him squarely in the eyes, and say, "Jones, don't you feel ashamed of yourself? Your conduct is hurting yourself and your company, too." The man in uniform is just as much subject to remorse as the man in civilian clothing. It was a very exceptional soldier who would not say: "Yes, Captain, I do feel ashamed, and I am going to keep sober next pay day." Then was the time to say: "All right, Jones, I am going to watch you next pay day, and see if you are man enough to keep sober." And in Heaven's name, if Jones does come through successfully, don't fail to find opportunity to let him know that his victory has been observed.

It is not a bad plan to do this at inspection in ranks—the men standing adjacent will hear the captain's recognition of Jones' improvement and they may be depended upon to tax him thoroughly should he fall again. A little touch of the human element now and then, a word of encouragement from the captain at the right time, will help many a young soldier to find himself, and bring him to feel something of that personal pride in himself and his record which is the very foundation of every good soldier.

The captain who is determined to do his full duty by his men has still another means at his disposal, and a very effective one if he properly uses it. The young soldier belongs to a permanent squad of which a corporal is squad leader. The corporal has but seven men to look after, and he should be made to understand at the beginning that it is a part of his duty to look after



the behavior of his men. The squad belongs to a larger section of the company under supervision of a sergeant. Give the sergeant to understand that he is to see that the corporals under his supervision do their full duty. In this way the recruit is being looked after, and both the corporal and the sergeant are getting useful training, and an idea of the responsibility that has been placed upon them.

If anything goes wrong with a soldier do not fail to bring both the sergeant and the corporal into the case, so that they may thoroughly appreciate and realize their own duties. In many companies the men are permitted to get drunk and to receive punishment therefor, while the sergeants and corporals pursue the even tenor of their way with never a word said to them.

## PERSONAL ACQUAINTANCE WITH HIS MEN

The officer who is on duty with a company ought to be able to call by name every man of his organization. I have sometimes seen captains who had been in command of the same company for many months, yet could not personally identify half of his men. Nothing gives to the soldier a more belittling idea of his importance than to find that his own captain does not know him by name.

Some officers may regard this as a trivial matter, but it is one that the young officer who wants to succeed cannot afford to neglect. If the officer does not exert himself sufficiently to know by name his own men he need not be surprised if the interest of the men in

their company is only perfunctory. Men will not do their best work for an officer who shows so little interest in them.

## THE COMPANY MESS

One of the most important duties that falls to the lot of the line officer is supervision of the company mess. It is surprising how much the interest of young soldiers centers around the company kitchen.

The successful line officer must take an interest in that which is of such vital importance to his men. There should be close inspection of the kitchen, the cooking utensils, the refrigerator, the dishes and all other mess paraphernalia. Scrupulous cleanliness must be insisted upon. The officer should frequently sample the food and the coffee, and he should take an active part in planning the daily menus so as to afford pleasing variety. The interest of the officer must be real, not feigned. Soldiers are not at all slow in detecting the officer whose interest is only a thin veneer.

## PUNISHMENTS

Scarcely any feature of military administration is more perplexing to the inexperienced officer than that of punishments. Under our army regulations and under the Articles of War, much authority is placed in the hands of the commissioned officer. Necessarily this must be the case. Discipline cannot be maintained unless the officer has authority adequate for that purpose.

The object of punishment is to maintain discipline and its use should be limited to the minimum consist-

ent with the object in view. The second paragraph of our army regulations reads as follows:

“Military authority will be exercised with firmness, kindness and justice. Punishments must conform to the law and follow offenses as promptly as circumstances permit.”

No better guide can be given to the young officer than that quoted above, but he needs something a little more in detail until experience has shown him the way. To secure best results the essential elements of punishment are justice and promptness. The officer ought always to investigate thoroughly before he administers punishment. It is better that an offense should go unpunished than to make a mistake and punish an innocent man.

In our service the amount and the kinds of punishment vary widely—the personal equation of the officer who has the matter in hand cuts a large figure. One officer will punish quite severely what another overlooks entirely. Some officers have a cast iron rule—“Let no guilty man escape”—therefore, they prefer charges for every dereliction for trial by court-martial.

Looking back over my four years at West Point the only advice on this subject that I can recall came from an instructor in law, who advised his section to be careful as young officers to prefer charges for every dereliction so that they might establish for themselves the reputation of being absolutely impartial. In this way the men would know what to expect, and would have no grievance. Even now we have officers who know no other method. The green recruit and the “old

soak" are all in the same boat; to them all soldiers are as alike as pawns on a chess-board. To such officers any attempt to consider the human, the personal element in the soldier is childish; any attempt to control by other means than that of fear is pooh-poohed as balderdash or "weak attempt at moral suasion."

To be sure there is to be found, now and then, a soldier to whom all appeals are useless. To such a man the methods of force are obligatory, and should be applied freely and unhesitatingly. But, if he is given opportunity, the average soldier will respond surprisingly well to appeals to his pride.

Under our present regulations there is much power in the hands of the company commander. Company punishment and the withholding of privileges are sufficient in the hands of a capable officer to control all except the really hard cases. It ought to be the effort of every line officer to use company punishment whenever it is possible to secure the desired results in that way. Of course, the soldier must be informed of his right to demand trial by court-martial if he prefers.

In the first place the captain knows his men better than any summary court officer can possibly know them. In addition it is of great advantage to a captain to manage his own men. Whenever the captain has to call for outside assistance through the medium of court-martials he loses an asset of great value. A company likes to feel that its captain is a strong man—strong enough to manage his men without having to call for outside help. Moreover, when the captain awards punishment in the shape of kitchen police or

extra fatigue, it is usually served around the company barracks where the men of the company have a chance to see what is happening. They usually taunt their luckless companion, and at the same time make up their minds not to be caught in the same predicament. At the same time the company is the direct beneficiary, for the punishment usually takes the form of company chores such as cleaning windows, scrubbing floors, peeling potatoes, etc.

When I was a captain I had a German cook who was a great disciplinarian—any soldier who had once served under him a tour of kitchen police by way of punishment never intentionally got himself in the way of serving additional tours.

The foregoing remarks are intended to cover only those cases of neglect and of minor infractions which may properly be punished in the manner indicated. Serious offenses such as disrespect, insubordination, wilful defiance of authority, etc., require prompt and adequate punishment. Nothing is to be gained by attempting any halfway measures with an insubordinate or mutinous soldier. On the contrary discipline is much more likely to be restored by strenuous measures than by halting, flimsy ones. The wilful, defiant soldier should receive prompt and adequate punishment not only by way of correcting him, but also for the sake of its influence on others.

A word must be said also as to the manner of the officer while awarding punishment. The officer should be calm and dignified. The excited officer, talking in a loud tone, and rasping the soldier whose case he is

adjudging accomplishes little that is of use. He arouses in the soldier a feeling of resentment that is far from helpful in establishing discipline. The best and most efficient disciplinarians I have known in the army were men of soft manner and even temper. It was said of the late Major General Thomas H. Ruger, who was notably successful as a disciplinarian, that in the twenty years he was a colonel of an infantry regiment he had lost his temper but on one occasion. Let the young officer thoroughly understand that military efficiency does not consist in a loud manner and a strident voice.

### ORDERS

Any orders given, whether written or verbal, should be as short and simple as clearness will permit. The greatest order ever given consisted of four short words. God said: "Let there be light." Take that as a model and you can not go wrong.

### CHEERFULNESS

Hardly anything is more useful to a young officer than cheerfulness. A grouch casts a gloom over everybody. The cheerful man is an asset of great value. I once had in my company a short, sawed-off Irishman whom the men called "Shorty." Sometimes around pay day he was a little hard to manage, but he was a valuable man in the company because his unfailing wit and cheerfulness were contagious, and served to keep the men in good humor. One hot day, after a long march in the Philippines we had gotten lost, and were following an unknown trail up hill and down dale.

Finally, I brought the company to a halt and sent "Shorty's" squad to the top of a hill to reconnoitre. When he had reached the summit one of the men called to him, "I say, Shorty, is this the last hill?" To which he immediately shouted back, "Yes, this is the last hill, the next one is a mountain." His apt reply put the men in good humor and made them forget their fatigue.

Nothing is better around the barracks than a few who can sing, or a man who can play the guitar or banjo. Whatever gives a cheerful tone to the barracks, or the camp, is surely worth cultivating. The efficient organization is generally the cheerful, happy one—it is never the sullen, grouchy one.

## LOYALTY

Among the qualities which are essential in the make-up of the really valuable officer, there is scarcely any one of them that ranks in importance with loyalty—by which one means a true, willing, and unflinching devotion to a cause.

In his individual relations to his superiors, we understand loyalty on the part of a subordinate to mean a true and voluntary compliance with the will and plans of the superior. Every man has a desire to have things his own way—that is only natural, and no man can be blamed for it. The milk and water man—the man who has no ideas of his own—who is willing to sneeze every time his superior takes snuff, never amounts to very much, anyway. But there is a proper time, and a proper way to express our ideas. Once a decision has

been reached by a superior—once your duty has been laid down—it is time to give up your own ideas, and attempt with whole might to carry out the plan which it is your duty to follow.

On the efficiency report which commanding officers are required in time of peace to fill out in the case of subordinate officers, there is this question:

“Proper authority having decided on the methods and procedure to accomplish a certain desirable end, state whether he impresses you as being an officer who will co-operate energetically and loyally in accomplishing this end regardless of his personal views in the matter.”

Consider for a moment that you are a commanding officer, and that you are filling out your own efficiency report, what answer do you give to that question? If that answer were truthfully given in the case of all officers, it is surprising how few could lay claim to real loyalty. Let us note, further, that true loyalty does not mean blind, passive obedience to the letter of the law. It means a true effort to carry out the intent. As an instance in point the following quotation from Commander Schofield of the United States Navy is cited:

“In an army maneuver a captain was instructed to take his company to a certain place and remain there. He obeyed. Later a general officer passing that way inquired of the captain what he was doing there, and was informed by the captain of his orders “to re-



main." It was not conceivable to that general officer that the captain had no further instructions, but such was the case. Was that captain loyal? Not unless he had exhausted every means to determine his true relations to the affairs in hand. Loyalty is not characterized by blind and servile obedience, but by intelligent, active and zealous obedience."

The truly loyal officer will never be satisfied to shield himself by claiming ignorance of his orders if it be possible to obtain information. Loyalty to duty requires the suppression of his own interests to aid the general plan. I quote from Commander Schofield the following excellent illustration of this idea:

"On one occasion it had been decided to hold a night maneuver in which numerous vessels were to take part. The maneuver involved search by night for the enemies' ships, and an attempt at attacking them if found. The problem was so designed that every ship would get valuable training in night work. The hour for opening the problem was set; at that hour each ship was to be in an assigned area. By a prearranged signal, the maneuver was to begin on the presumption that each ship was in its assigned area. One of the scouts, desiring special distinction for efficiency, passed outside its area, promptly found the enemy and, on the opening of the maneuver, began reporting the enemy's movements. The value of the maneuver was ruined because that scout was not loyal to the plan. The desire for personal distinction in the maneuver out-weighed the demands of complete loyalty

to the maneuver, and resulted in the wasted efforts of many ships. Loyalty means the continued consciousness of membership, of partnership, in the whole. It means that the desire for the good of the whole shall predominate."

If we carefully examine ourselves, we shall find too often a tendency to examine the orders of our superiors. If they agree with our own ideas we are intensely loyal. If they do not, we take them with bad grace. In other words, it is too often the case that our loyalty rings true only when the plan we are required to follow agrees with our own ideas. It is a very poor and unreliable subordinate who can be depended upon to carry out energetically only those plans which he himself approves.

## APPOINTMENT AND USE OF NON-COMMISSIONED OFFICERS

The back-bone of every organization is the non-commissioned officers who are a part of it. Properly selected, properly trained and properly used, the non-commissioned officers are the mainstay of discipline and of efficiency. In nothing is a young officer more likely to make mistakes than in the selection and in the training of the corporals and the sergeants who are under his control.

These non-commissioned officers live in the barracks, sleep in the barracks, and take their meals in the company mess. They are present during the very considerable time when there is no officer on hand. Upon them falls the brunt of maintaining company discipline.

Hence, the great importance of training them so that they may be properly fitted for their important duties.

As a rule, the most soldierly, best disciplined, and most capable private of the company is made corporal; but no officer can tell how well the new made corporal will succeed until he has been tested. One great trouble is that the training of the corporals is frequently not along the right lines. In many organizations the duty of the corporal is confined largely to drill, to guard, and fatigue duty. In comparatively few organizations is use made of the corporal by putting upon him the supervision of his squad in every respect. No corporal will be trained properly unless he has the idea that the responsibility for his squad rests primarily upon himself.

No private ought to be made a corporal under the supposition that in the natural order of events when he has become the senior corporal he will be promoted sergeant. Such a scheme is to take from the corporal the main incentive to do his duty thoroughly. It robs the company commander of the great value of competition, and competition properly used is one of the very greatest assets in successful company administration. At the time of his promotion the corporal should be thoroughly instructed in the duties that will be expected of him. At the same time, he should be told that his own future will depend upon the way that he performs this duty. He should be told that if he cannot manage the seven men of his squad successfully he will be relieved and a successor appointed. In addition, he should be told that if he manages his squad better than any other

corporal in the company he will be the first to be promoted sergeant. In this way will be established competition and the great benefit of competition will be gained.

At one time during my service in the Philippine Islands I was called upon to make ten corporals from a batch of recruits, none of whom had been in the company more than a few days. I picked out the ten men who seemed likely to be of value as non-commissioned officers and brought them together in the orderly room. I explained to them that each of them was to have entire charge of his squad including their general instruction, the care of their equipment, the supervision of the barracks occupied by his squad, and especially, the general behavior of his men. They were told that this general control would be exercised under my supervision and under that of the lieutenants and sergeants of the company, but that the actual work would be done by the corporals and that we should keep close note of the way in which each one performed this duty. At the same time I was careful to explain that it was necessary to give them relative rank at that time but that I should not at all be guided by that relative rank in their promotion. I explained that the best corporal—the one who ran his squad in all respects most successfully—would be the first one to be promoted sergeant. I found that scheme to work admirably and I never after followed any other. It made the corporals take an interest in their squads which I could have obtained in no other way.

Not long ago I served a tour of more than four

years in the Inspector General's Department. During that time I had occasion to inspect many organizations of the service. These organizations varied greatly in appearance and in general efficiency. There was one respect, however, in which all of the best organizations agreed thoroughly. They were all run on the squad system, and that system was made the keystone of company administration. In all of the best organizations which I have inspected, responsibility of non-commissioned officers was developed to a high degree, and in a great many of them there was established a system of squad competition.

It is not a difficult matter for a tactful captain to establish this system of competition, either between squads of his company or between companies of the same regiment. I have seen companies under a tactful captain work voluntarily and enthusiastically in planting vines and sodding the company area, laying neat walks, and in every respect improving the appearance of the company for the main reason that they wanted to be regarded as having the most attractive company barracks. So far as competition between squads of the same organization is concerned, a captain can readily establish it by holding his corporals responsible for the appearance of their squads; by requiring of them that prior to the regular Saturday inspection corporals shall make the required preliminary inspection.

A remark of the captain at his own inspection to a corporal of the squad that he had found the squad in unusually good shape will put the men of that squad on their mettle; will make every man in the squad

strive to be worthy of that captain's commendation on subsequent occasions. If any squad has fallen below standard, the captain has only to call the corporal into the orderly room and tell him simply that his squad was unsatisfactory. If the corporal is worth his salt it takes but one admonition of the captain to rouse his ambition and make him determined to merit no more of them.

The sergeants in their turn should have supervision over the squads belonging to their sections and in dealing with these squads should be required as far as possible to exercise his control through the corporal. Any officer who has to deal with men should call upon both sergeants and corporals. It is only in this way that the best use of non-commissioned officers can be made and it is only in this way that can be laid the assured foundation for true company efficiency.

There are two things the officer must look to carefully: Never fail to back up your non-commissioned officers when they are in performance of duty; never correct one in the hearing of privates if it is possible to postpone the correction and give it in private. These two things are essential and should receive careful attention.

### TACT

Of all the valuable qualities which an officer can have few of them are superior in importance to tact. I do not know exactly what definition the dictionary gives to this word, but in a military sense it means a knowledge and an appreciation of when and how to do things.

The prime essential of tact is a first-rate knowledge of human nature. The tactful man knows how to deal with his fellow-men. In our service today there is many an officer of experience and ability whose military usefulness is seriously marred because of his lack of tact. It is the oil which makes the machinery of military affairs run smoothly. When tact is lacking the military machine soon acquires a disagreeable squeak. It is not infrequently the case that success which attends an effort depends upon the time, the place, and the attending circumstances. Just a little knowledge of when and how to do things sometimes accomplishes the desired results when the lack of such knowledge would result in inevitable failure. As illustrative of this, in his admirable article on Military Character, Admiral Sims relates an instance of his early service which is both interesting and instructive:

“Shortly after I reported on my first ship, I learned that if I made out an official application for leave, and the captain approved it, I would be free to do as I pleased until my leave expired. So, having prepared the document in due form, I requested the marine orderly at the cabin door to hand it to the captain. This orderly was an old man who had had extensive experience with the temperamental idiosyncrasies of commanding officers. He glanced at the paper and at once handed it back to me with the following wise admonition: ‘If you’d be a-takin’ of my advice, now, Mr. Sims, you’d hand this here request in after the old man’s had his lunch: he’s in a h—l of a humor this mornin’!’ I followed this advice and my leave was

granted, and since that time I have seldom if ever made any request of a superior officer until after he has had his lunch. I have related this incident to you gentlemen because I believe that a systematic avoidance of contact with an empty stomach will be found as advantageous in civil as in military life."

## DUTY

This is the most important word in the soldier's vocabulary. It is a word which determines in large part the value of any officer to the military service. Great ability, fine common sense, excellent initiative, and many other important military qualities will be lost unless accompanied by an adequate sense of duty. It is not my intention to try to preach a sermon on this subject.

By duty we mean that an officer constantly exerts his best ability towards doing what he ought to do. The officer who neglects to put forth his best efforts under all conditions thereby falls short of that which is expected of him. The young officer can readily determine for himself his own personal equation. Better than any one else the officer knows whether he constantly uses his best efforts and whether to the best of his ability he is attempting to perform that which he ought to do.

Duty calls for self-sacrifice. It requires that an officer shall neglect his own comfort and his ease to do that which his own judgment and his own conscience tell him he ought to do. The conscience of the young officer will be his best guide to tell him whether he is following his duty according to his best light. His conscience will tell him whether, when he is on guard



he uses his best endeavors to instruct and to inspect his sentinels closely and thoroughly; it will tell him whether at the end of a hard march he neglects his own weariness to look after the comfort of the men who are dependent upon him; it will tell him whether in all of the matters which are put upon him he is giving to the service the best that is in him. If he does not in every respect use his best abilities, if he is not persistent in his endeavors to do what he ought to do, then he has fallen short of what the Government has a right to expect. Many an officer in our service, of excellent ability otherwise, finds himself unrewarded because he is lacking in the talent of continuous and persistent effort. It is of no use to be a genius unless that power is used. The careful, slow-plodding officer, who can always be relied upon to do his best, is of far more value than the brilliant but erratic officer whose ability is not always dependable.

## DECISION OF CHARACTER

Scarcely anything more adverse to the efficiency of an officer can be said than to say that he lacks decision of character. By decision of character we mean the ability to arrive at a conclusion and follow that conclusion to its legitimate results. The uncertain man who never knows his own mind and who is always conferring and consulting with others is never able to gain the confidence of his own men. Soldiers in a company are not long in sizing up an officer's ability in this respect.

Few young officers have decision of character in a prominent degree. Lack of experience makes many of

them timid. Decision of character in the military man is not as a rule a thing which comes to an officer in full blossom. It is, however, a thing which can be readily developed. Observation and experience are great teachers in this respect and by constant effort any young officer of ability will soon be master of his own decision. I do not mean by this that an officer, whatever his ability, should neglect the opinions and suggestions of others. Nothing is more disgusting than the headstrong man who will listen to the opinion of nobody. What I mean is that having heard the opinions and suggestions of others the decision must be that of the officer himself. In our service we find there are sometimes officers with long years of service and of high rank who are dominated entirely by subordinates. Such officers are never able to announce a decision until they have consulted a subordinate and the decision when it is announced is not that of himself but of his subordinate. Hardly anything is more humiliating to a superior than to know that his subordinates do not regard him as the real power behind the throne, but look for someone of his staff. The young officer should try to train himself in this respect and come early to rely upon himself and be master of his own mind. Self-conceit in any man is disgusting but self-confidence is an admirable trait when kept within proper bounds.

### INITIATIVE AND SELF-CONFIDENCE

We have lots of officers of ability and of good intention who know their duty and do what is told them in an excellent way; but the trouble with such officers is that they lack initiative. They never do anything ex-

cept what they are told to do; they never start anything.

No officer is so helpless and so hopeless and so useless as the one who is content to drag along pursuing the even tenor of his way, never evincing any real active interest in his own profession.. The officer whose only interest in his profession is to draw his pay and keep out of trouble is not a military asset but a liability. The officer in our service who is known as a live-wire is a man who is constantly on the alert to improve the service. It is the duty of every officer to try to inculcate initiative in those under his control and to foster ~~is~~ by every means in his power. This can best be done by assigning certain duties to subordinates, giving them general instructions relative to the matters under their charge and leaving the accomplishment of details to their own ways and means. The higher in rank that an officer gets the more important it is that he learn the art of supervising, while entrusting to subordinates the actual performance of details. On the part of the subordinate who is ambitious to succeed every opportunity should be seized to attain success, coupled with a determination to put forth his best endeavors. No subordinate should ever miss a chance, however strenuous the work required, to have an independent command.

In carrying out any work entrusted to him, however, the subordinate should be very careful to make a distinction between true initiative and undue license. Nothing is more irritating to a superior officer than to find that the authority which he has been willing to entrust to a subordinate has been made the basis, on the

part of that subordinate, of exercising an authority which was never meant to be delegated to him.

True initiative is based upon strong will power. Will power is a quality born in men and not readily acquired, although it may be developed and increased by proper care. No officer is really valuable who has not strong will power, for with it goes energy, power to accomplish work and resolute persistence. Von der Goltz says that "Sway over others is before all else founded upon will." Usually accompanying strong will is self-confidence. A man who has self-confidence has the courage of his convictions and is rarely possessed of doubt.

These two qualities, initiative and confidence, almost invariably are accompanied by a most valuable quality—that of willingness to bear responsibility. Among all desirable qualities which an officer can possess scarcely any are to be rated higher than the power of initiative and the confidence in himself to attain the ends which he has in view.

## COMPLAINTS

The officer on duty with troops is bound sooner or later to have to deal with complaints on the part of some of his men. The handling of complaints is a pretty good test of an officer's ability to manage men.

If too much encouragement be given complaints there is sure to be a growing number of men in every company who will always be ready to complain on one score or another. Very frequently the complaints are against non-commissioned officers; it is not infrequently the case that they are well founded, and the neglect to

entertain and investigate them would leave a festering sore that would be bad for discipline and that would engender discontent. It takes good judgment to handle complaints satisfactorily—so as neither to weaken the authority of the non-commissioned officer nor to allow the complainant to go away feeling that he has not had a square deal.

Some officers allow men to come to them freely with complaints without ever having spoken to any non-commissioned officer nor to the first sergeant. Other officers never receive any complaints, or if they do it is in such a grudging and irritable way that the man feels that he has not had justice done. I believe that a safe rule in hearing complaints of men in a company is to insist that each one shall have permission from the first sergeant before being allowed to come to the officer to state his case. At the same time the first sergeant should have direct and positive instructions that he must report to the captain every complaint that he receives. When the complaint has been heard the man must be given a square deal. If it is a case in which the non-commissioned officer is to blame a reprimand should in the usual case be given in private.

The officer must always bear in mind his duty to support non-commissioned officers who are attempting to maintain discipline, but no non-commissioned officer is entitled to support at the expense of doing justice to the men under his control.

## NEATNESS

If a regiment is stood in line for inspection it is often possible to pick out the best and most efficient company in that regiment by walking down the line and selecting the one that presents the best and neatest appearance.

When an inspector looks a company over and finds many men who are not properly shaven; and a considerable proportion have grease spots on their coats and dust on their shoes, and a goodly number with hair that needs trimming; when he finds that the equipment is in poor shape and that there is a lack of uniformity in the way that it is worn, he can feel pretty sure that the instruction and general efficiency of that company will correspond to its outward appearance.

Neatness is a prime military virtue. Therefore, the young officer should strive for it with might and main. There is no one thing for which American soldiers have been more constantly criticised than in their slouchy appearance; in their lack of care in the details of presenting a neat and soldierly appearance. There is no doubt that we are entirely too careless in this respect. Everything about a military organization ought to be a model of order, arrangement and neatness. The mess room, kitchen, barracks, billet, tents, clothing and equipment of the men, in fact, everything connected with the company, should receive scrupulous care. It is here especially that the officer sets the example and he can not be too careful. Some officers are disgracefully negligent in this respect.

I once inspected a company that, in the absence of its permanent commander, was temporarily commanded by a lieutenant, who was an intelligent officer and a graduate of West Point. He was not at all responsible for the condition of the company, being only temporarily on duty with it, but I found it to be in excellent condition and every man was spick and span in appearance. I have seldom seen a company that presented a better appearance and I remarked to that effect to the lieutenant who seemed to be much delighted that the company had made such a fine showing. When the company had been dismissed and we had gone alone into the orderly room I remarked to the lieutenant that it was a pity that a single man in the company should be able to do so much to detract from its general showing. He began at once to stammer and explain that he must have overlooked the man I had in mind, as he had not heard me speak about it in ranks. I told him that I was not in a position to speak about it at that time but that when he went home, if he took a look in the mirror, he would have a good chance to observe the man I had reference to. He was unshaven; there were spots on his coat; his shoes and leggings were not well polished, and I felt it a shame that a man who drew high salary for instructing others should present the poorest appearance of any man in the company.

It ought to be a matter of pride on the part of the officer to see how neat he can keep his company and he can do no more helpful thing in this respect than to set for his men an example that they will emulate.

## SALUTING

There is hardly anything in which the American Army is more negligent than in the matter of saluting; there is scarcely anything in which it makes as bad an appearance. We have never been a military people and the great mass of our fellow citizens have been inclined to look upon salutes on the part of the soldier as a mark of inferiority or a badge of servility.

A great many American soldiers render the salute in a shame-faced sort of way. Many of them dodge it entirely by pretending not to see the officer. One has only to walk along the streets of the city where there are many soldiers passing to verify the foregoing statement. As a matter of fact, nothing could be further from the truth than that the salute is a mark of servility or inferiority. On the contrary, it is only an exchange of courtesies between men who are in the military service. If a soldier is required to salute the officer there is the same requirement that the officer shall return the salute and it is done in the same way.

In civil life the young man who is employed in a bank or store would be regarded as decidedly uncivil and lacking in courtesy and proper respect if he failed on entering his place of employment to greet those over him. It is not at all belittling, not at all a badge of servility for the bank clerk to say, "Good morning" to the cashier when he comes into the room. Neither is it at all a badge of inferiority for the soldier to salute his officer. Carelessness and indifference on the part of our soldiers and sailors in this respect is most harmful



to discipline. Discipline requires that the soldier shall salute his officer and when this requirement is neglected it establishes on the part of the soldier a habit of neglect which will extend to other matters.

I fear that in large part our carelessness in this respect is due to the fact that many men are placed in the uniform who have never had any military instruction. Some time ago on the streets of New York City I met three men in uniform and they passed me without paying the slightest attention so that I went back and questioned one of them as to how much service he had had and he told me none at all. These men had just that morning put on their uniforms getting ready to go across the sea. They were civilian employees of the Engineer Department, clothed in the uniform of the combatant troops with the words "Civilian Employee" in small letters on the left sleeve quite inconspicuous at a distance.

The importance of the salute and what is meant by it is impossible to over-estimate. It is a mark of the soldier's respect for his officer. At the very beginning of the Bolsheviki reign the Soldier's and Workman's Congress passed a resolution as follows: "The men will not in future salute officers." That was the first step toward the downfall of the Russian military forces. In quoting this resolution, Colonel Applin of the British General Staff writes, "Now isn't that a trifle? Yet that small trifle has led to the telegram that reads, 'The troops have left the trenches. The artillery is being sold. Officers are serving as cooks and orderlies.'"

We are supposed in this country to be free from the

miserable propaganda of the Bolsheviki and yet it was not a great while ago that a resolution was introduced into Congress by one of its members providing that soldiers should be required to salute no officer except those of their immediate organization. It seems strange that our people cannot get it into their heads that the salute is the very foundation of military respect and courtesy. Neglect in this matter is ruinous to discipline.

I am convinced there are two main reasons why our soldiers are so careless in the matter of saluting officers. The first is that they are not properly and thoroughly instructed, that they are allowed to pass officers without saluting or to do it in a most improper way, and all without correction; and secondly, that a great many of our officers are themselves most negligent in the way they return salutes. It ought to be a matter of pride on the part of every officer carefully and punctiliously to return the courtesies of soldiers. If more regard were given to this matter we would soon find a very different status from that which now exists.

## DESERTION

Of all things in our service which are harmful to military efficiency few of them are equal in importance to desertion. We are not a military people and a great many of our fellow citizens have not looked upon the military service with any degree of interest or of affection. By many of our people the seriousness of the crime of desertion is not appreciated. They regard the soldier who deserts in the same light as a civilian who

has made an agreement to render certain services and then quits his job. The heinousness of the offense of taking an oath to follow the country and to serve the country's flag, and then violating that oath is lacking in civilian estimation.

In many countries where military service in time of peace is much more popular than in our own, the deserter is despised and detested and he is given over to the hands of the authorities as soon as he is discovered. It is not so in our country. On the contrary, in many of our communities the deserter is shielded and protected. It is my opinion that one of the great reasons for this state of affairs is the fact that our army and the great mass of people—at least before the beginning of this war—were too far apart. The people saw too little of the army to know its needs or to appreciate its work. The greatest aid that can come to our military service is a closer union between the army and the people. e

In large part desertion will cease as soon as the soldier knows that he has thereby committed a crime which makes him despicable to his comrades in civil life. While I am sure that desertions in our army are largely the result of the fact that the seriousness of the crime is not appreciated by our civilian population, I am confident that the number of desertions in our army would be greatly lessened by proper effort on the part of our officers. Too many of our officers apparently go on the supposition that the only way to check desertion is by punishment after the

crime has been committed and the soldier is again within military control. *They never do anything to prevent the crime from taking place.* I state it as a fact, which I believe could be established without difficulty, that a very large proportion of our men who desert leave the colors and break their oath without even having heard a single officer raise his voice to caution them against committing this great crime. Many of our officers when asked about desertion merely state that a certain number of men have deserted and then on their part ask, "What are you going to do about it?" If any officer is satisfied to have men desert from his company without his ever taking any steps whatever to prevent it he has failed in his duty and he has not done what the Government has a right to expect. The officer has a certain duty which he owes to himself and to his Government and if he shirks it the blame, in part at least, can be placed upon his shoulders.

Every recruit who joins a company ought to be talked to on this subject; he ought to be instructed thoroughly by his officer as to the difference that exists between a mere civil contract and an oath of enlistment. He should understand the difference between a man who makes a bargain in civil life and then changes his mind and the man who raises his hand and takes a solemn oath to serve his country and follow the flag, and then breaks that oath. It is up to the officer to explain this difference to the young soldier, not by long sermons, but by such brief talks to his men as will put into the company a spirit of detestation for that man who engages to serve his country and then violates his oath.

## DISCIPLINE

That which distinguishes the trained military force from the mob is discipline. It is a most difficult quality to secure. Our vast resources make it possible to purchase ships, munitions and supplies of every kind. If we are short on supplies we can go into the market and buy them, but no financial resources can purchase discipline because it is not for sale. It can be provided only by the slow laborious process of constant care and persistent effort. In his admirable lecture on this subject, Colonel Applin of the British General Staff defines discipline as, "instant and willing obedience to all orders, and in the absence of orders, to what you believe the order would have been." <sup>do</sup> ^

Discipline is the very soul of armies, difficult to acquire, but capable of being lost almost immediately. The means of acquiring discipline vary according to the characteristics of the people. The methods which succeed in one country will fail entirely in another. In referring to this subject General Applin says, "First of all, our enemy has it in the most extraordinary degree. He has an iron military discipline such as the world has probably never seen, or certainly never since the time of the Romans. And what discipline is it? It is the discipline of force, brought to a great point by an autocracy. It is the discipline of the lash, and the officer thinks nothing of lashing his men across the face for not standing at attention properly. It is the discipline that sends the men to death at the point of the officer's revolver who stands behind, but it is neverthe-

less a discipline, and we must get a better discipline than this or we cannot defeat the enemy."

It need hardly be said that the means of enforcing discipline in the German army as above described, would never be tolerated for a moment in our own country. The American officer who would lash a soldier across the face for not standing at attention properly would not last longer than it would take to convene a courtmartial for his trial. With us the only means of discipline that is likely to succeed is that which has for its object the development of a willing and cheerful obedience on the part of the soldier. The officer who knows how to attain this end is an extremely valuable one. The autocratic methods of Germany are based upon unlimited power of the officer and upon fear on the part of the soldier which has been instilled by many years of application of the method of force. To establish thorough discipline in an organization is not an easy task and we may as well recognize some of the difficulties at the beginning. *In plain truth the young American is more difficult to discipline than the soldier of almost any other nationality.* This may not be a pleasant truth but it is truth just the same.

"We are all sovereigns in America" makes fine reading but it does not make fine soldiers. No man can be a good soldier until he has thoroughly learned the lesson that the principal duty of a soldier is not to be a sovereign but to obey his orders. And "there's the rub" with the young American. All his life-time he has been accustomed to doing as he pleases. We do not any of us lay aside the habits and the training of a

life-time without considerable struggling and considerable misgivings. The young man who has been accustomed to being his own master and to making up his own mind as he goes along does not take kindly to the restrictions which discipline imposes. There are two principal methods of enforcing discipline—first, by force, which is used to a large extent by the Germans, and the second, based on common sense, pride and patriotism. Our people would never stand for the German method. It is foreign to our whole national character and should not be considered for a moment. At the same time no discipline can accomplish much if force is lacking when it becomes necessary. The true method of establishing discipline is by reliance upon the pride of the soldier; by appeals to his common sense; and by force of example.

## AMUSEMENTS AND RECREATION

“All work and no play makes Jack a dull boy” is just as true of the young soldier as it is of the young civilian.

Some officers take very little interest in their men outside of bare official requirements. When this is the case it is unfortunate. Officers should feel a lively interest in whatever will add to the pleasure and contentment of their men. Efficient soldiers are generally contented ones, and you cannot keep young American soldiers contented within the bare walls of a barrack building without providing some form of amusement. If the officer responsible in this matter does not take sufficient interest to provide adequate facilities for

amusement and for recreation the men will look around and become interested in the first thing that comes to hand. During the proper seasons of the year physical contests and out of door games are the best sources of recreation for soldiers because they serve to develop the physical powers of the soldier and have a tendency to interest him in normal and healthy recreation. During the winter months a bowling alley, a few pool tables, an amusement room, a good reading room supplied with magazines and books are all aids to contentment and hence are aids to discipline.

The amusement and recreation of soldiers affords a fine field for the activities of young officers. In this field they can do much pleasant work and at the same time gain much useful knowledge in the management of men. If the services of our young officers who are graduates of West Point and the colleges and universities were properly utilized they would be invaluable in the way of supervising out-door sports and gymnastic exercises of their men. These subjects all receive great attention at West Point, and also at the various colleges and universities, which are the sources from which we have derived many excellent young officers in recent months.

## **LANGUAGE AND MANNERS OF SOLDIERS**

Any close observer would be surprised to see what a difference there is between companies at the same station and some times in the same regiment in respect to the language and manners of the men. That difference like many other differences between companies is due



to the individual equation of the officers who are responsible for the organization.

Truth compels the statement that neither the language nor the manners of many of our soldiers are what they ought to be. Most officers will readily admit this to be the fact. I do not draw attention to this unpleasant statement except to place the blame where it ought to be—upon the officers who are responsible for the organization, and to say that there can be most radical and pleasant change in this respect if the officers will exhibit a little needed attention. All of our older officers will admit that the young soldiers of many organizations have a bad habit of using disgusting, vulgar and obscene language—language that would bring a touch of shame to the cheeks of any decent woman. It is not infrequently the case that this disgusting language is used in the presence and in the hearing of officers without any effort on their part to check it.

I am not a prude and I am not shocked when I hear a soldier or any one else utter an ordinary oath; but the vile, obscene language which some officers permit to be used in their hearing with no word of protest, is disgusting in the extreme. No officer worthy of the name ought to permit it for it is an easy matter to correct. Nothing more is needed than a few words to the effect that this kind of language will not be tolerated in the company. Lay the law down to the non-commissioned officers; award a few hours of kitchen police to first offenders, and there will be no subsequent violations.

Some officers pay very little attention to the manners of their men. When I was an inspector I used to drop in some times at meal hours of the organizations at the post where I was making an inspection. I sometimes found the greatest difference between companies. Some captains required their men to come to meals in proper uniform and the company presented a good appearance while at meals. In other companies men were permitted to straggle in at will, barefoot, wearing undershirt, blue denim overalls, or any other old thing that came handy, looking for all the world like a lot of cowboys at a "chuck wagon dinner."

If an officer lets his men run wild—if he permits them to use any language they wish, however vile or obscene—if he allows them to come to meals bare-foot and in undershirt, it is not unlikely that the same spirit will characterize the performance of all that they undertake.

## LEADERSHIP

This is the most serious part of the officer's business. It is toward fitting himself for this most important work that all of an officer's energy should tend. To be a real leader of men is the summit of an officer's usefulness. Few officers attain it in eminent degree. Nobody can tell just what are the indispensable qualities that produce the desired effect.

Captain (now Brigadier General) Andrews, says, "A good leader is as one with his men, he speaks their language, he shares their blessings and their hardships, he is jealous of their name, he defends their sensibilities

and their rights in the larger organization, in fact he is the recognized guardian of their welfare, physical and mental as individuals and as a group. He becomes their hero and is affectionately nick-named. Making camp after a hard march he will not accept an invitation to lunch while his men go hungry awaiting a delayed wagon; he would not take shelter while his men lay out in a storm. In short he does everything at all times to make them feel that he is looking out for their interests, not his own selfish comfort. It is incidentally true that when hardships come he will be more than repaid by their devotion to him and care for his comfort."

Leadership is based on a knowledge and a correct appreciation of the enormous value of the spirit which actuates men. Napoleon's opinion is embodied in his famous maxim that: "in war the moral is to the physical as three to one." Marmont said: "A leader's knowledge of war is incomplete if in addition to his skill in conceiving technical combinations he does not possess a knowledge of the human heart, if he has not the power of gauging the momentary temper of his own troops and also that of the enemy."

Leadership must accommodate itself to the men who are led. Napoleon was wont to arouse his soldiers to wild enthusiasm by harangues addressed to the imagination of his men. Similar harangues addressed to American soldiers would fall flat. Yet the American soldier is just as susceptible to the influence of his officer as the French soldier; the only difference is that the influence must be exerted in a way to accommo-

date itself to his national characteristics, and this brings us back to the statement already made, that the young officer who desires to succeed must carefully study his men. All men cannot be managed in the same way. There is as much difference between men as there is between children and the officer will have best success who recognizes this fact and works upon it. Every group of men working together soon comes to have a soul of its own. This is so regardless of the size or the nationality of the group, it is true of a squad and it is true of an army. The leader who learns to know that spirit has acquired a grip that is invaluable. General Andrews well says, "There are many means of appeal to this spirit; you must learn to use them. You can make lagging foot-steps quicken and fatigue-dulled minds brighten, just as martial music will make a jaded column spring to life; the men are no less tired, but new nerve-forces have supervened and made them forget the fatigue. This soul is as susceptible to bad influences as to good. How disastrous if the leader offend it. How important that he be in touch with it, and treat it intelligently."

## RESPECT FOR THE UNIFORM

Those of us who have been many years in the army can recall without difficulty the many articles that have appeared in our service journals and in the public press bemoaning the lack of respect on the part of the public at large for the uniform of our soldiers and sailors. A few years ago the discussion of this subject was acute. Many states passed laws intended to pre-

vent invidious distinction against the wearers of their country's uniform. Restaurants, theatres, dance halls and other places of amusement were the chief offenders.

It seems queer that in a free country the uniform of that country should meet with disfavor; but it is of no use to deny the facts. In some of our moving picture films the young hero was occasionally represented as pursued by relentless fate: things went against him and he lost one position after another until at last he paused before a sign reading: "Men wanted for the United States Army." Apparently that was the last straw. Cruel fate could pursue him no further. It is strange that many of our fellow citizens should look upon the young man applying at the recruiting station as the victim of ill fortune and should shun association with him because he wears his country's uniform.

Many explanations have been given for this unfavorable opinion. Some have attributed it in large part to the hostility of certain labor unions, and especially to the propaganda of such bodies as the I. W. W. In part, perhaps, these explanations serve to explain—but in part only. In my opinion the fault can be laid in large part at the door of the Army itself. I feel quite sure that the remedy is in our own hands, if we will but use it. People usually respect that which is respectable. It is a fact that prior to the present war it was not an unusual sight to see soldiers parading the streets while under the influence of liquor.

It is also a fact that many of our non-commissioned officers and our best men passed these drunken soldiers

with never an effort to correct the abuse. Some of our soldiers wear their uniform into low dives and places of questionable reputation. A civilian who is under the influence of liquor and reels while walking on the street attracts comparatively little attention. It is not so with the soldier, for his uniform serves to make him conspicuous. The soldier whom the public shuns is not the neat, self-respecting young man. The soldier who gives the army a black eye is the man who wears his uniform while reeling in the street or while visiting low dives or brothels.

If the army is to do its share toward raising the uniform to its proper plane in public estimation, the right place for us to start is with the man who wears the uniform. When all our soldiers are neat, respectable, orderly and sober, we shall have no more trouble about the question of proper respect for the uniform.

The present war with its feature of universal conscription and the acute interest of the country in all men who wear the uniform has wrought a wonderful change in the attitude of the people towards the army. There is now the kindest feeling towards all soldiers. The Y. M. C. A., the Red Cross, the Knights of Columbus, the various Camp Welfare associations, to say nothing of the tremendous number of local and municipal organizations, have all done a great work in providing for the comfort and the pleasure of our soldiers.

This interest has not been at all confined to the activities of organized associations. The hospitalities of numerous private homes has shown how general is the

interest in the soldier. If this present war has done no other good to the army it has at least served to bring into closer union the great mass of our people and the soldiers who wear the country's uniform. This interest will doubtless continue after the war is over. The thousands who now wear the uniform and who will return to civil life at the conclusion of the war will be a leaven to the country at large. Let us hope the time may never come again when there will be any lessening of the present kindly feeling of the people towards the wearers of the uniform.

### CARING FOR GOVERNMENT PROPERTY

One of the important duties of officers is to see that proper care is taken of Government property. Too often this important duty is neglected. Under existing orders the Government furnishes, as may be needed, clothing and equipment for soldiers and there is no charge against the soldier for what he receives. Oftentimes there is a tendency on the part of the soldier to mutilate or destroy Government property in order that it may be replaced by that which is fresher or newer. It is the business of the officer carefully to watch and protect the interests of the Government in this matter.

Sometime ago when I was an Inspector a large number of blankets were placed before me and I noted they were all torn in practically the same way. Investigation showed that they had been torn under the supervision of the young officer who commanded the company because he wanted his men to have new

blankets. He had to pay personally for the damage which he had done to Government property and I have no doubt that the lesson in his case was a salutary one. It ought to be a matter of pride to officers to aid the Government by seeing that the best possible care is taken of all property issued to soldiers and to build up among the men a feeling of their duty to the Government in this respect.

### SAVING MONEY

The Government makes provision for allowing any soldier to deposit money with the paymaster and binds itself to pay interest of four per cent. on deposits. This apparently is a small matter but it is one which ought not be neglected.

In the first place, depositing money with the paymaster inculcates in the young soldier an idea of thrift. In the second place, when he deposits his money he hasn't so much to spend uselessly. And lastly, when a soldier has money on deposit with the Government the officer who has charge of that soldier has a grip upon him that is quite useful. Rarely does any soldier desert who has considerable money with the Government; rarely does he go absent without leave; and not often is the soldier who deposits money addicted to the use of liquor. It will be found as a rule that those soldiers who deposit money with the Government are the best and most reliable men of the company and the company commander has a grip on them that is extremely useful.



## TALKING TO SOLDIERS

Many of our older officers are adverse to talking to soldiers, or, at any rate, they never pursue that policy. Some of them feel that the only way to manage a soldier is by the iron hand of the law. They pooh-pooh any other method and ridicule what they term "moral suasion methods."

If young soldiers are talked to in the right way and at the right time and just to the right extent, it is extremely useful to them. They learn much in this way that they could learn in no other. I am convinced that many of our officers neglect their duty in this respect. This remark has particular application to our older officers. Some of them seem to act on the principle that a soldier should absorb all of the things which he ought to know just as a sponge absorbs water. There are a great many of our soldiers who get into trouble and are tried by court-martial who have never heard a single officer warn them against any of the temptations of a soldier. They have never been told about desertion, nor of the respect which they owe to their uniform, nor cautioned against the evil of drunkenness, nor of wearing their uniform into dives and disreputable places, nor concerning any of the other many, many things which a soldier ought to be told about.

In my opinion the company officer who neglects his duty in this respect falls short of what the Government has a right to expect, and short of what his own judgment would tell him he ought to do. If any officer commands a company and has men desert whom he

has never cautioned against committing that great crime, he is, in part, responsible for that desertion.

On the other hand, talking to soldiers should not be carried to such an extent as to make it either a bore or to nag them by long, drawn-out sermons. There is a way to do everything right and the right way to talk to soldiers is to give them a few short sentences in regard to one subject at a time. The time to talk to them is when they are not fatigued and the way to talk to them is by looking them squarely in the eye, say what you have to say and then stop.

### ESPRIT

All of an officer's efforts should be directed towards creating the proper spirit in his men both individually and collectively. The soldier or the organization which does duty only because it has to is of very poor quality.

There are some horses of mettle and spirit which it is a pleasure to look at. Their movements are free and easy and they work because they like it; there are other horses which never move unless there are oats ahead of them or a whip behind. It is just so in the army: Some soldiers and some organizations take an interest and a pride in their work. Others drag along and find their chief interest only at the mess table or on pay day.

Therefore, all of an officer's efforts should be bent upon developing an interest of his men in their work. The result will depend upon the officer himself. The first requisite on the part of the officer to accomplish this result is a live interest on his own part. No man

can create an interest among men where he feels no interest himself. One officer will step in front of a company and the men will give a fine, snappy drill; all of the men will be right up on their toes. Another officer may take the same company and every movement will drag.

In establishing this interest an officer should be careful to consider the characteristics of his men. The autocratic methods that are used in the German army would bring only disaster if applied to the American soldier. The German soldier will do whatever his officer tells him. Years of training have instilled into him implicit obedience to the will of his officers. With the American soldier you get best results by explaining the reasons for things first. The American will endure privation and hardship as well as any soldier in the world when privation and hardship are necessary, but he does not like to undergo discomfort unless he sees the necessity for it. For instance, the American soldier will carry his heavy pack containing rations, and blankets and ammunition uncomplainingly. He needs his blankets, he wants the food and he may have to use his ammunition. A few years ago when practice marches first began it was ordered in some commands that extra weight should be provided by putting small bags of sand or bits of iron wrapped in cloth into the soldier's pack. The idea was to harden the soldier by getting him accustomed to the extra weight. To many soldiers this plan was exceedingly obnoxious. They did not like the plan because they could see no necessity for it. In soldier parlance they objected to being used as pack horses.

The officer who can develop in his men a live spirit is a most valuable one. The means of doing it are various—often-times competition is the most successful method. Competition between squads of the same company are most effective. Then the effort to excel some other company is often-times used with great advantage. One officer under whom I served was most successful in developing that kind of individual interest in his men by keeping ever before them the fact of their individual responsibility. If he saw one of his men presenting a careless or slouchy appearance he would have him sent to the orderly room and would say, "Smith, I take lots of interest in the appearance of my men and I want you to do it, too. Your present appearance might do for some other company but it won't do for this one because it is not up to our standard." By such means he made the men of his company take an interest in themselves and an interest in the company.

The morale of armies is the most valuable asset they can have, and the morale of armies is founded upon the esprit of individuals.

## RELATIONS BETWEEN OFFICERS AND ENLISTED MEN

Under Army Regulations and customs of the service undue familiarity between officers and enlisted men is forbidden. Our country is so wholly non-military in character that many Americans have found it hard to understand this relationship, and have commented adversely upon it. Now that stress of war is upon us

this requirement of the regulations should be enforced even more rigorously than in time of peace.

This requirement is not founded upon any difference in the social status between the officer and the enlisted man; nor is it founded upon any difference in culture or mental attainments. It is founded solely upon the demands of discipline. Discipline requires an immediate, loyal, cheerful compliance with the lawful orders of the superior. Experience and human nature show that these objects cannot be readily attained when there is undue familiarity between the officer and those under his command. Take for instance a half dozen college chums who are ordinarily intimate, and are accustomed to chaff one another and to associate upon terms of utmost familiarity. Let one of them presume to give some order or some direction to the others. What happens? As like as not the presumptuous individual is "called down" with a unanimity that is astounding. He is lucky if he escapes without receiving some physical reminder of his inability to impose his own will upon his boon companions. It is an old saying that "familiarity breeds contempt," and nowhere is that more true than in military life.

Now and then we see officers who are inclined to neglect or ignore the distinction that prevails in all armies between officers and men. Such officers are never successful in the management of men. Soldiers understand and appreciate the reasons and the necessities which prevent undue familiarity between officers and their subordinates. They have a thorough con-

tempt for the officer who forgets his place and his duties and who neglects the requirements of orders and regulations. On the other hand let it be well understood that there is no place in the American army for the rasping, unreasonable, martinet. Our discipline is not of the German kind, founded upon force. It is rather of the kind that is based upon common sense and has for its object the attainment of a willing and cheerful obedience. It is a discipline founded more upon the French system which causes the French soldier in the trenches to speak of his officer as "my captain." That is the kind of spirit which is helpful.

In times past we have had in the American service too much of the loud mouthed, rasping manner tending to humiliate the young soldier and to lessen his self respect. The loud and profane drill sergeant and the inconsiderate, overbearing officer do great injury to our service, because they produce dissatisfaction and discontent, and hence are direct causes of desertion. Not only that, but these methods on the part of even a few officers or non-commissioned officers give to our civilian population a bad impression of army methods. The War Department has done everything it can to eliminate the evils above outlined. The following extract from a letter of instructions from the War Department, dated December 16, 1916, shows the attitude of the War Department in this important matter:

"While there must be no relaxation in discipline in exacting a thorough and prompt performance of military duty, officers when dealing with subordinates must

bear in mind the absolute necessity of avoiding language and remarks or gestures which tend to lessen self-respect. This is all important if we are to have a cheerful, willing, and efficient army. It is not necessary to adopt a tone of voice or manner different from that usually employed in general conversation, and especial care must be taken against sarcasm and unnecessary public rebuke. These faults while more often found in officers new to the service, sometimes exist in others of more experience. Such officers are unfit temperamentally for command of men."

## SUMMARY

1. The best grip any officer can have on the American soldier is on his pride. Therefore, do everything possible to build up the soldier's pride in himself and in his record. Constantly appeal to him to keep a clean and an honorable record.
2. Treat the American soldier as a man; look him squarely in the eye when you talk to him, and treat him justly.
3. Never do anything to lessen the respect of the soldier for himself. Never put a young soldier in the guard-house if it is possible to avoid it. Many a young soldier gets started wrong by being kept in the guard-house with bad men who are confined there because they can be managed in no other way.
4. As far as possible use company punishment. Men respect an officer more who is able to handle his men without having to use outside means for discipline. To be able to run your company yourself is a great asset; be careful not to lose it.
5. Give short talks to men on subjects which they ought to know. Be sure the talks are short. Have something to say; say it; then stop.
6. Teach the soldier to have proper respect for his uniform. Teach him that if he becomes reeling drunk in his uniform or wears it too low he brings discredit upon himself and upon the uniform of his country.



7. Be extremely careful about your manner in dealing with soldiers; they are entitled to a respectful and patient hearing. Some officers seem to go on the theory that military efficiency consists in a loud voice and an impatient manner.
8. Don't attempt to gain cheap popularity by un-officerlike acts. Soldiers are not slow to size up an officer. They soon learn whether his interest in his men is feigned or real. They respect and admire the officer who requires a strict performance of duty. The true rule for handling soldiers is: Don't nag them; don't neglect them; don't coddle them.
9. Put responsibility for the squad squarely upon the shoulders of the corporal of the squad. Make him look after every detail—instruction, equipment, dress, neatness, general appearance, behavior.
10. Train the lieutenants and the sergeants to have an interest in company administration by supervising details. When anything goes wrong call in the sergeant and the corporals whose place it was to see about it. If Private Smith has grease spots on his coat and long hair at inspection, see why Corporal Jones and Sergeant Brown had not attended to those details.
11. Look carefully after the company mess. Much of the discontent in a company is founded upon dissatisfaction with the food and the way it is served.

12. Do everything possible to provide legitimate amusements and recreation. Young men cannot be kept contented within the bare walls of the barrack building. Baseball and out-of-door sports afford a good opportunity for the activities of young lieutenants.
13. If there are many new men in the company say a word or two to them about writing home to parents, and to caution them in regard to homesickness.
4. Be an optimist; cultivate that habit. There are some men who always see their troubles with great clearness. They are always afraid that things will not turn out just right. The man who is an optimist is like a breath of fresh air. He cheers all who come around him. One of the great sayings of Lord Nelson was: "I am not come forth to find difficulties but to remove them."
15. Try not to become a critic or a "knocker." When once a matter has been settled put your energies into the question of how you can best carry out both the letter and the spirit of the order.
16. If any man deserts from your company and you have never spoken to him in warning against committing that crime the blame for his desertion is partly yours. You have not done your duty.
17. If any company officer cannot call every man of his company by name he should get busy at once.

18. The officer who wants to succeed must be loyal to those above him. He is then on solid ground for expecting it from those below him.
19. Don't let a new made corporal feel that he has a permanent job regardless of effort. Establish competition between squads. Promote the corporal who makes the best showing and relieve at once those who are worthless.
20. The value of any officer to the Government depends in large part upon how much attention he gives to duty. It is not how much ability an officer has but how well he uses what he does have that determines his value to the Government.
21. It is the duty of the officer to prove his title and his worth by exhibiting superior knowledge. No organization will long respect an officer who has not the knowledge properly to instruct his men.
22. Remember Napoleon's maxim, that in war the moral is to the physical as three to one. Strive to arouse a proper spirit in the men individually and in the organization as a collective unit. Not much success can be hoped for unless the proper spirit is aroused.
23. Listen attentively to suggestions of subordinates. Invite recommendations for improvements. This is a good way to create and maintain the interest of subordinates.

24. Encourage initiative on the part of subordinate. Do this by apportioning or assigning work. Let them do the work under your own supervision.
25. Justice and promptness are the foundations of military discipline and military efficiency. It takes a level headed man to maintain discipline and yet have every man feel that he has had a square deal.
26. Teach the soldiers to be neat in person and clean and sober in their lives. Force of example is the greatest of all aids in this respect.
27. Prohibit the use of dirty, vulgar language. Punish offenders and see that your instructions are carried out.
28. There is something to be done: the *efficient officer* sets to work earnestly and loyally to do it, overcoming obstacles as he goes along. The *inefficient officer* either does nothing, or spends his time discussing difficulties or in suggesting some other plan more to his liking.
29. Our Army Regulations state that: "Courtesy among military men is indispensable to discipline." Nothing is more derogatory to our military service than the inconsiderate overbearing officer who imagines that brusqueness is a mark of efficiency. The kind of courtesy needed is that which springs from the heart and not the thin veneer of official formality.



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