

Department of the Army
Pamphlet 600-65

Personnel—General

Leadership Statements and Quotes

Headquarters
Department of the Army
Washington, DC
1 November 1985

UNCLASSIFIED

SUMMARY of CHANGE

DA PAM 600-65

Leadership Statements and Quotes

Not applicable.

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DEPARTMENT OF THE ARMY
WASHINGTON, D.C. 20310

28 March 1985

LEADERS OF THE TOTAL ARMY--MILITARY AND CIVILIAN

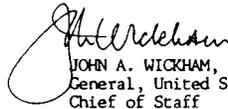
"To be a successful soldier you must know history. Read it objectively.... What you must know is how man reacts. Weapons change but man who uses them changes not at all. To win battles you do not beat weapons... you beat the... man.... You must read biography and especially autobiography. If you do, you will find that war is simple."

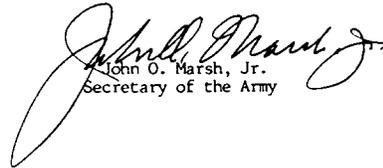
Letter from General George Patton to his son, 6 June 1944

Patton practiced what he believed. He was an avid reader of military history. In one of his letters, Patton reflects on a great disappointment of his career. He had expected to meet Rommel in Tunisia. "I had spent years preparing myself for him, had read his book a myriad of times, studied every one of his campaigns, and thought I had him pretty well sized up." Patton knew his foe, his strengths and vulnerabilities, and knew he could win against him. The value of studying military history is to understand the landscape of past battles and the minds of the battle captains. The study of military leaders helps to prepare us to fight and win on future battlefields.

The statements and quotes compiled in this book are from present and past leaders. They provide a glimpse of their thoughts on leadership. As professional soldiers you can gain insight from these quotes and use them to help develop time-proven leadership traits. If we can stimulate a curiosity about leadership in our subordinates, that curiosity will cause them to study leadership and develop in themselves the character to lead.

Therefore, we encourage you to use these statements and quotes as you teach and mentor your subordinates. Use them in your speeches, classroom instruction, counseling and informal discussions. Use them to grow as a leader and to grow the leaders our Army needs for the future.


JOHN A. WICKHAM, JR.
General, United States Army
Chief of Staff


John O. Marsh, Jr.
Secretary of the Army

PREFACE

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PREFACE

This pamphlet contains copyright material.

“WHAT IS PAST IS PROLOGUE”

The soldier must be rooted in the past to understand the present so that he may project himself into the future.

DA PAM 200-20 1956

Personnel—General

Leadership Statements and Quotes

By Order of the Secretary of the Army:

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General, United States Army
Chief of Staff

Official:

MILDRED E. HEDBERG
Brigadier General, United States Army
The Adjutant General

Army electronic publishing database. No content has been changed.

Summary. Not applicable.

Applicability. Not applicable.

Proponent and exception authority.
Not applicable.

Suggested Improvements. Not applicable.

Distribution. Active Army, USAR, ARNG: To be distributed in accordance with DA Form 12-9A, requirement for Personnel, General—B.

History. This publication has been reorganized to make it compatible with the

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Title not used. • 2, *page 25*

1. Leadership Statements and Quotes

Military Review, July 1980:

“There must be, within our Army, a sense of purpose. There must be a willingness to march a little farther, to carry a heavier load, to step out into the dark and the unknown for the safety and well-being of others.”
—GEN Creighton Abrams

Unknown Source:

“Good leadership promotes professionalism—a renaissance of standards, involving quality of life, service, discipline and total commitment to our Army and the United States of America.”
—MG Albert Akers

Unknown Source:

“Don’t begrudge the time you spend developing, coaching and helping your people to grow so they can carry on when you’re gone. It’s one of the best signs of good leadership.”
—Bernard Baruch

John Brown’s Body:

“If you take a flat map
And move wooden blocks upon it strategically,
The thing looks well, the blocks behave as they should.
The science of war is moving live men like blocks.
And getting the blocks into place at a fixed moment.
But it takes time to mold your men into blocks
And flat maps turn into country where, creeks and gullies
Hamper your wooden squares. They stick in the brush,
They are tired and rest, they straggle after ripe blackberries
And you cannot lift them up in your hand and move them....
It is all so clear in the maps, so clear in the mind,
But the orders are slow, the men in the blocks are slow
To move, when they start they take too long on the way
The General loses his stars and the block-men die
In unstrategic defiance of martial law
Because still used to just being men, not block parts.”

—Stephen Vincent Benet

“Command of a Divisional Infantry Battalion in CONUS”, Battalion Commanders, Chapter 5:

“Use your people by allowing everyone to do his job. When a subordinate is free to do his job, he perceives this trust and confidence from his superiors and takes more pride in his job, himself, and the organization’s goals and objectives. Delegation of sufficient authority and proper use of subordinates helps develop future leaders. This is a moral responsibility of every commander.”

—LTC Stanley Bonta

Lecture at West Point, 1952:

“The greatest leader in the world could never win a campaign unless he understood the men he had to lead.”
—GEN Omar Bradley

Military Review, July 1980:

“The American soldier is a proud one and he demands professional competence in his leaders. In battle, he wants to know that the job is going to be done right, with no unnecessary casualties. The noncommissioned officer wearing the chevron is supposed to be the best soldier in the platoon and he is supposed to know how to perform all the duties expected of The American soldier expects his sergeant to be able to teach him how to do his job. And he expects even more from his officers.”

—GEN Omar Bradley

“Fairness, diligence, sound preparation, professional skill and loyalty are the marks of American military leadership.”

—GEN Omar Bradley

“On Leadership”, Parameters, September 1981:

“During World War I, while inspecting a certain area, General John J. Pershing found a project that was not going well, even though the second lieutenant in charge seemed to have a pretty good plan. General Pershing asked the lieutenant how much pay he received. On hearing the lieutenant’s reply of “141.67 per month, Sir,” General Pershing said: “Just remember that you get \$1.67 per month for making your plan and issuing the order, and \$140.00 for seeing that it is carried out.”

—GEN Omar Bradley

Dictionary of Military and Naval Quotations by Robert D. Heinl, Jr. (1978):

“In war there is no second prize for the runner-up.”

—GEN Omar Bradley

Quoted by GEN Westmoreland, 21 September 1971, Abilene, Texas, DA PAM 360-50, Aug 1982:

“Leadership in a democratic army means firmness, not harshness; understanding, not weakness; generosity, not selfishness; pride, not egotism.”

—GEN Omar Bradley 1953

CGSC, 16 May 1967:

“Leadership is intangible, and therefore no weapon ever designed can replace it.”

—GEN Omar Bradley

“The Impact of Modern Technology on the Front-Line Combat Team”, (The Sesquicentennial of the United States Military Academy, West Point, 1952, p. 135):

“Military organizations and success in battle depend upon discipline and a high sense of honor.”

—GEN Omar Bradley

Military Review, May 1948:

“The Nation today needs men who think in terms of service to their country and not in terms of their country’s debt to them.”

—GEN Omar Bradley

“Leadership”, Parameters, Volume 1, No. 3, 7–8 October 1971 at a meeting of 12th Army Group Association:

“The test of a leader lies in the reaction and response of his followers. He should not have to impose authority. Bossiness in itself never made a leader He must make his influence felt by example and the instilling of confidence in his followers. The greatness of a leader is measured by the achievements of the led. This is the ultimate test of his effectiveness.”

—GEN Omar Bradley

“Remember, a good leader is one who causes or inspires others, staff or subordinate commanders to do the job.”

—GEN Omar Bradley

“Furthermore, no leader knows it all (although you sometimes find one who seems to think he does!). A leader should encourage the members of his staff to speak up if they think the commander is wrong. He should invite constructive criticism. It is a grave error for the leader to surround himself with a ‘yes’ staff.”

—GEN Omar Bradley

“I would caution you always to remember that an essential qualification of a good leader is the ability to recognize, select, and train junior leaders.”

—GEN Omar Bradley

“A leader should possess human understanding for others. Men are not robots and should not be treated as though they were machines. I do not by any means suggest coddling. But men are highly intelligent, complicated beings who will respond favorably to human understanding and By this means their leader will get maximum effort from each of them. He will also get loyalty—and in this connection, it is well to remember that loyalty goes down as well as up.”

—GEN Omar Bradley

“(paraphrased) A leader must be self-confident.”

—Omar Bradley

“A leader must possess imagination.”

—Omar Bradley

Nineteen Stars: A Study in Military Character & Leadership, (CA: Presidio, 1971), by Edgar F. Puryear, Jr.—in answer to the question of whether leaders are born or made posed by author:

“I would say some are born. A person can be born with certain qualities of leadership: good physique, good

mental capacity, curiosity, the desire to know. When you go to pick out the best pup in a litter of bird dogs, you pick out the pup even though he is only 6 weeks old. He is curious, going around looking into things, and that kind of dog usually turns out to be the best dog. But there are qualities one can improve on. A thorough knowledge of your profession is the first requirement of leadership and this certainly has to be acquired. Observing others is important—trying to determine what makes them stand out. That’s why I think we can learn a lot by studying past leaders. Studying Lee, other Civil War leaders, Jackson, Lincoln. Trying to see what made them great.”

—GEN Omar Bradley

“Battles are won by the infantry, the armor, the artillery, and air teams, by soldiers living in the rains and huddling in the snow. But wars are won by the great strength of a nation—the soldier and the civilian working together.”

—GEN Omar Bradley

George Washington and George Marshall: Some Reflections on the American Military Traditions, CO: USAF Academy, 1984, by Don Higginbotham:

“War is an art, to attain perfection in which much time and experience, particularly for the officers, are necessary.”

—John Calhoun

USMA’s Professional Notebook 1984:

“An army of deer led by a lion is more to be feared than an army of lions led by a deer.”

—Chabrias 410–375 B.C.

Good Advice, More than 2,000 apt quotations to help you live your life, by William Safire and Leonard Safire, Times Books, 1982:

“If you cry ‘Forward’, you must without fail make plain in what direction to go. Don’t you see that if, without doing so, you call out the word to both a monk and a revolutionary; they will go in directions precisely opposite?”

—Anton Chekhov

Good Advice, More than 2,000 apt quotations to help you live your life, by William Safire and Leonard Safire, Times Books, 1982:

“To create great armies is one thing; to lead them . . . is another.”

—Sir Winston Churchill

Selected Quotations; US History Leaders, Office of the Chief, Military History, DA, 1964:

“At the top there are great simplifications. An accepted leader has only to be sure of what it is best to do, or at least have his mind made up about The loyalties which center upon number one are enormous. If he trips, he must be sustained. If he makes mistakes, they must be covered. If he sleeps, he must not be wantonly disturbed. If he is no good he must be pole-axed.”

—Sir Winston Churchill

What It Takes to be a Leader, Readers Digest:

“All my life, both as a soldier and as an educator, I have been engaged in a search for a mysterious intangible. All nations seek it constantly because it is the key to greatness, sometimes to survival. That intangible is the electric and elusive quality known as leadership.”

—GEN Mark Clark

Military Review, July 1980:

“You owe it to your men to require standards which are for their benefit even though they may not be popular at the moment.”

—GEN Bruce Clarke

Good Advice, More than 2,000 apt quotations to help you live your life, by William Safire and Leonard Safire, Times Books, 1982:

“When things go wrong in your command, start searching for the reason in increasingly larger concentric circles around your own desk.”

—GEN Bruce Clarke

“You must be able to underwrite the honest mistakes of your subordinates if you wish to develop their initiative and experience.”

—GEN Bruce Clarke

“Rank is given you to enable you to better serve those above and below you It is not given for you to practice your idiosyncrasies.”

—GEN Bruce Clarke

“Regardless of age or grade, soldiers should be treated as mature individuals They are men engaged in an honorable profession and deserve to be treated as such.”

—GEN Bruce Clarke

Wasting Soldiers’ Time:

“I know of no better reputation for an officer or noncommissioned officer to have with his men than he is a good manager and does not waste his soldiers’ time.”

—GEN Bruce Clarke

“Do not expect to get squad, platoon, company, battalion, brigade, division, or corps commanders as replacements who are fully trained. If such people are available in the replacement system, they will probably be promoted before they arrive. Plan to coach them as needed in your standards and way of doing things.”

—GEN Bruce Clarke

“Trained commanders produce the best results under mission-type orders These need only three things:

- What is to be accomplished.
- The coordinating factors necessary.
- What help he can expect from you and others and how to get it.”

—GEN Bruce Clarke

“Leadership needed in ordinary units is different from that required by elite units.”

—GEN Bruce Clarke

“Good leadership in a platoon can only be practiced in the climate of good commandship in the units above.”

—GEN Bruce Clarke

USMA’s Professional Notebook 1984:

“The more a leader is in the habit of demanding from his men, the surer he will be that his demands will be answered.”

—Clausewitz 1832

Lightning Joe: Autobiography:

“The American people rightly look to their military leaders not only to be skilled in the technical aspects of the profession of arms, but to be men of integrity who have a deep understanding of the human strengths and weaknesses that motivate soldiers under the ultimate test of war.”

—GEN J. Collins

Selected Quotations: US Military Leaders, Office of The Chief, Military History DA 1964:

“To lead an untrained people to war is to throw them away.”

—Confucius c500 BC

What It Takes to be a Leader, Readers Digest:

“It is, indeed, an observable fact that all leaders of men, whether as political figures, prophets, or soldiers, all those who can get the best out of others, have always identified themselves with high ideals.”

—GEN Charles DeGaulle

Good Advice, More than 2,000 Apt Quotations to Help You Live Your Life, by William Safire and Leonard Safire, Times Books, 1982:

“I would rather try to persuade a man to go along, because once I have persuaded him, he will stick. If I scare him, he will stay just as long as he is scared, and then he is gone.”

—GEN Dwight Eisenhower

Military Review, July 1980:

“Nothing is easy in war. Mistakes are always paid for in casualties and troops are quick to sense any blunder

made by their commanders.”

—GEN Dwight Eisenhower

Dictionary of Military and Naval Quotations by Robert D. Heinl, Jr. 1978

“In the final choice a soldier’s pack is not so heavy a burden as a prisoner’s chains.”

—GEN Dwight Eisenhower

Crusade in Europe:

“Soldiers will not follow any battle leader with confidence unless they know that he will require full performance of duty from every member of the team.”

—GEN Dwight Eisenhower

Crusade in Europe:

“The trained American possesses qualities that are almost unique. Because of his initiative and resourcefulness, his adaptability to change and his readiness to resort to expedient, he becomes, when he has attained a proficiency in all the normal techniques of battle, a most formidable soldier. Yet even he has his limits; the preservation of his individual and collective strength is one of the greatest responsibilities of leadership”

—GEN Dwight Eisenhower

Quoting GEN McNair in 1941:

“Our troops are capable of the best discipline. If they lack it, leadership is faulty.”

—GEN Dwight Eisenhower

DA PAM 360–50, “Quotes for the Military/Speaker”, HQDA, August 1982:

“Leadership cannot be exercised by the weak. It demands strength—the strength of this great nation when its people are united in purpose, united in a common fundamental faith, united in their readiness to work for human freedom and peace: this spiritual and economic strength, in turn, must be reinforced in a still armed world by the physical strength necessary for the defense of ourselves and our friends.”

—GEN Dwight Eisenhower

Contemporary Quotations:

“The most terrible job in warfare is to be a second lieutenant leading a platoon when you are on the battlefield.”

—GEN Dwight Eisenhower

“I would say that most leaders are made. A fellow that comes from a long line of ancestors with determination and courage has no doubt inherited some leadership qualities. I have seen many times in combat where somebody who is small and meek was given the opportunity and had leadership you never before realized he had, and he becomes a Medal of Honor winner. There are some qualities you inherit that make you a good leader; but many who have not these qualities develop them, or just seem to come up with them when opportunity knocks.”

—GEN Dwight Eisenhower

Nineteen Stars: A Study in Military Character & Leadership, (CA: Presidio, 1971), by Edgar F. Puryear, Jr.—in answer to the question of whether leaders are born or made posed by author:

“I think that there is something to the expression ‘born to lead’. But there are many people who have the potential for leadership, just as there are probably many people born with the potential to be great artists that never have the opportunity or the training for the full development of their talents. I think leadership is a product of native ability plus environment. By environment, I mean training and the opportunity to exercise leadership”

—GEN Dwight Eisenhower

Infantry Journal, “Molding Men for Battle”, 1939:

“As always, it will be the army with the best leaders, and therefore with the most courageous, loyal, and devoted men, that will be victorious.”

—MG H. E. Ely

USMA’s Professional Notebook 1984:

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

—Ferdinand Foch 1919

Military Review, July 1980:

“The real secret of leadership in battle is the domination of the mass by a single personality. Influence over subordinates is matter of suggestion. Discipline acquired during peace and the power of personal example are both used to exact great sacrifices.”

—GEN Baron von Freytag-Loringhoven

USCINCSO

“Principles don’t change—but battlefield execution in accordance with these principles has changed drastically. Soldiers don’t change—but the tools of their trade, the modern weapons systems that are flooding into the inventory, are changing in a revolutionary way . . . As we look at the mistakes in generalship over the past 100 years, the common theme is that the general did not understand the technology of his time or, as they say, he elected to fight the last war rather than the one he happened to be in. A General must be versatile enough to take into battle the existing technology of whatever moment in time he is called upon to fight. The job of a general is to be a battlefield leader, a tactician, a logistician, a commander who readies his force for battle with enlightened training and leads it into the fight with inspirational tactical judgment and a deep understanding of soldiers.”

—GEN John Galvin, 1985

Unknown Source:

“Remember that leaders aren’t made leaders because they are college graduates. Leaders are invariably made leaders because they are caring and concerned about people.”

—SP4 Mickey Howen

DA Pamphlet 360-50, “Quotes for the Military/Speaker 1982”, HQDA, August 1982:

“Perhaps the most valuable result of all education is the ability to make yourself do the thing you have to do, when it ought to be done, whether you like it or not. This is the first lesson to be learned.”

—Thomas Huxley

Military Review, July 1980:

“God grant that men of principle shall be our principal men.”

—Thomas Jefferson

Dictionary of Military and Naval Quotations by Robert D. Heinl, Jr. (1978)

“I would lay down my life for America, but I cannot trifle with my honor.”

—John Paul Jones

The Leadership Qualities of Great Generals:

“Communications, or the ability to inform people what you expect of them in understandable terms and the ability to transmit to them your interest in them, is the key to successful leadership.”

—GEN Harold K. Johnson

Bartlett’s Familiar Quotations:

“Leadership and learning are indispensable to each other.”

—John Kennedy

Nineteen Stars: A Study in Military Character & Leadership, (CA Presidio, 1971), by Edgar F. Puryear, Jr.:

“Optimism is axiomatic with leadership. And in those grave days and hours (late 1942), four words from MacArthur meant as much to me as a new squadron of airplanes. Those words were: ‘George, we’ll do it.’ That attitude breeds victory and success.”

—GEN George Kenney (MacArthur’s Air Chief)

CINC, USCENTCOM

“Over 2400 years ago, the Greek Historian Herodotus wrote a ‘History of the Persian Wars’ so that ‘men’s actions may not be effaced by time nor the great and wondrous deeds’ of ‘the Greeks be deprived of renown. Since that time countless writers have attempted to capture the essence of the great captains. In virtually every case great leaders have been those who gave extra effort and sought out challenge in all forms. There are no short cuts and sadly no easy ways to selfless leadership. Leadership is to be learned from experience and from study, toil, trial and error. The good things in life are worth striving for and nothing is more rewarding than leading soldiers.”

—GEN Robert Kingston 1985

USMA’s Professional Notebook 1984:

“Officers can never act with confidence until they are master of their profession.”

—Henry Knox 1750–1806

Dictionary of Military and Naval Quotations by Robert D. Heinl, Jr. (1978)

“I cannot trust a man to control others who cannot control himself.”

“Do your duty in all things. You should never wish to do less.”

—GEN Robert Lee

“Our Army would be invincible if it could be properly organized and officered There were never such men in an Army before. They will go anywhere and do anything. But there is the difficulty—proper commanders.”

—GEN Robert Lee to LTG T. J. (Stonewall) Jackson

CINCUNC/CINC CFC/CG EUSA

“You can assign a man to a leadership position, but no one will ever really be a leader until his appointment is ratified in the hearts and minds of his soldiers. The first thing to do in operating as a leader is be honest with The problem is there is much rhetoric in this business. There is not enough honesty with ourselves about just who we are and whether we are really perceived as a leader by our subordinates. An honest-to-God, soul searching, self-evaluation is in order—and very difficult to do. I think this is the first vital step as one goes about the business of becoming a better leader. Your soldiers will gauge how well you are doing. You can fool bosses, and at times even peers, but you can’t fool your subordinates. Look into their eyes—you’ll really learn something.”

—GEN William Livsey 1985

Unknown Source:

“The strength of the group is the strength of the leader—I am the first believer Leaders must have the quiet confidence, the certainty, of professional preparation and personal conviction that the task can and will be done. If so, it will.”

—Vince Lombardi

DA Pamphlet 360-50, “Quotes for the Military/Speaker 1982”, HQDA, August 1982:

“Often it serves to reflect on history to find direction for the future. Almost two hundred years ago—in October 1781—our Army was neither fully manned nor equipped. But strong, positive leaders and determined courageous soldiers won final victory at Yorktown ensuring freedom for the nation.”

“The creative leader is the one who will rewrite doctrine, employ new weapons systems, develop new tactics and who pushes the state of the art.”

“We live in a world of precarious peace, a peace which is maintained only by U.S. strength. And to the extent that the U.S. appears to be weakened, peace is weakened. It is only the U.S. leadership of the Free World and U.S. power that safeguards an uneasy truce.”

“During peace, the Army’s primary mission is deterrence—being so well trained, equipped, and led that no potential adversary would mistake our nation’s ability and resolve to defend our interests.”

—John Marsh, Jr.

USMA’s Professional Notebook 1984:

“The real leader displays his quality in his triumphs over adversity however great it may be.”

—GEN George Marshall 1941

Ordeal and Hope, 1939–1942:

“Leadership in the field depends to an important extent on one’s legs, and stomach, and nervous system, and on one’s ability to withstand hardships, and lack of sleep, and still be disposed energetically and aggressively to command men, to dominate men on the battlefield.”

—GEN George Marshall

Dictionary of Military and Naval Quotations by Robert D. Heinl, Jr. (1978):

“The soldier’s heart, the soldier’s spirit, the soldier’s soul, are everything Unless the soldier’s soul sustains him, he cannot be relied on and will fail himself and his country in the end.”

“National strength lies only in the hearts and spirits of men.”

—GEN George Marshall

Various sources:

“Cross the channel, enter the heartland of Germany and free the continent of Europe.”

—Marshall to Eisenhower

Nineteen Stars: A Study in Military Character & Leadership, (CA: Presidio, 1971), by Edgar F. Puryear, Jr., (to House Military Affairs Committee in 1940):

“You have to lead men in war by bringing them along to endure and display qualities of fortitude that are beyond the average man’s thought of what he should be expected to do. You have to inspire them when they are hungry and exhausted and desperately uncomfortable and in great danger; and only a man of positive characteristics of leadership, with the physical stamina that goes with it, can function under those conditions.”

“Remember this: the truly great leader overcomes all difficulties, and campaigns and battles are nothing but a long series of difficulties to be overcome The lack of equipment, the lack of food, the lack of this or that are only excuses; the real leader displays his qualities in his triumph over adversity, however great it may be.”

“Army officers are intelligent. Give them the bare tree, let them supply the leaves.”

—GEN George Marshall

The Armed Forces Officer, DA PAM 600–2:

“The military way is a long, hard road, and it makes extraordinary requirements of every individual. In war, particularly, it puts stresses upon men such as they have not known elsewhere, and the temptation to ‘get out from under’ would be irresistible if their spirits had not been tempered to the ordeal. If nothing but fear of punishment were depended upon to hold men to the line during extreme trial, the result would be wholesale mutiny and a situation altogether beyond the control of leadership So it must be true that it is out of the impact of ideals mainly that men develop the strength to face situations from which it would be normal to run away.”

“Of the men who have risen to supreme heights in the fighting establishment of the United States, and have had their greatness proclaimed by their fellow countrymen, there is not one career that provides any warrant for the conclusion that there is a special short-cut known only to the smart operators. True enough, a few men have gained fairly high rank by dint of what the late Mr. Justice Holmes called ‘the instinct for the jugular’—a feeling for when to jump, where to press, and how to slash in order to achieve quite predatory personal ends. That will occasionally happen in any walk of life. But from Washington, Wayne and Jones down to Eisenhower, Vandergift, Nimitz, Ridgway and Burke, the men best loved by the American people for their military successes, were also men with greatness of soul.

In short, they were idealists, though they likely would have disclaimed that label, since it somehow connotes the visionary rather than the intensely practical man.”

“Recognizing that teaching the duties of citizenship and providing information that will enable Americans to have a clearer understanding of their national affairs, are parts of the arch of morale and of a strong uniting comradeship, the Armed Services nevertheless hold that the keystone of the arch, among fighting forces, is the inculcation of military ideals and the stimulation of principles of military action. Unless orientation within the Services is balanced in that direction, the military spirit of all ranks will suffer and forces will lack a capacity to serve the Nation efficiently along the main line of resistance.”

—BG S. L. A. Marshall

Men Against Fire:

“He is what his home, his religion, his schooling, and the moral code and ideals of his society have made him. The Army cannot unmake him. It must reckon with the fact that he comes from a civilization in which aggression connected with the taking of life, is prohibited and unacceptable”

—BG S. L. A. Marshall

The Officer as a Leader:

“In the midst of war, when all else is in flux, at least one thing stands fast. The methods, the self-discipline, and the personality that will best enable the officer to command efficiently during peace are identical with the requirements that fit him to shape new material most perfectly under the conditions of war.”

“The power of decision develops only from practice. There is nothing mystic about it. It comes of a clear-eyed willingness to accept life’s risks, recognizing that only the enfeebled are comforted by thoughts of an existence devoid of struggle.”

“It must be accepted that discipline does not break down under the strain of placing a testing demand upon the individual. It is sloth, not activity, that destroys discipline.”

“There are no bad troops; there are only bad leaders.”

—BG S. L. A. Marshall

The Armed Forces Officer, “Mainsprings of Leadership”, (GPO,1975):

“The pre-eminent quality that all great commanders have owned in common is a positiveness of manner and of viewpoint, the power to concentrate on means to a given end, to the exclusion of exaggerated fears of the obstacles that lie athwart the course. Military service is no place for those who hang back and view through a glass darkly. The man who falls into the vice of thinking negatively must perforce in time become fearful of all action; he lacks the power of decision, because it has been destroyed by his habit of thought, and even when circumstances compel him to say yes, he remains uncommitted in spirit.”

—BG S. L. A. Marshall

Extracts— ROTC Commissioning Speech, Loyola College, May 1984:

“I believe they (the standards of leadership) can be boiled down to four basic qualities, which are fundamental to the profession of arms. First, we believe in commitment. That begins with your oath Commitments you must always remember are those you have made to your nation, your service, your leaders, and those you lead Second, we believe in competence You must prepare yourself. If you are not competent in a tactical and

technical sense, you will not be fit to lead. You will be a danger to your soldiers, exposing them needlessly, and destroying their confidence in themselves as well as in you Thirdly, we believe in candor Let your subordinates and your superiors see you as honest in all your dealings. Expect the same from them. . . Finally, we believe in courage Physical courage is rooted in believing in your unit, your own preparations and excellence in leadership, and your devotion to your service and your country Moral courage is as important as physical courage If you believe you are right, after sober and considered judgment—hold your position. You owe your country nothing less The officer corps must possess the highest sense of moral courage if it is to fulfill its purpose of leadership for the American soldier, and service to the American people.”

—BG S. L. A. Marshall

Selected Quotations; US History Leaders, Office of the Chief, Military History, DA, 1964:

“The untruthful soldier trifles with the lives of his countrymen and the honor and safety of his country.”

—GEN Douglas MacArthur

Bartlett’s Familiar Quotations:

“In war there is no substitute for victory.”

—GEN Douglas MacArthur

Annual Report of the Chief of Staff, US Army, FY ending June 30, 1933:

“The unflinching formula for production of morale is patriotism, selfrespect, discipline, and self–confidence within a military unit, joined with fair treatment and merited appreciation from without. It cannot be produced by pampering or coddling an army, and is not necessarily destroyed by hardship, danger, or even calamity. Though it can survive and develop in adversity that comes as an inescapable incident to service, it will quickly wither and die if soldiers come to believe themselves the victims of indifference or injustice on the part of their government, or of ignorance, personal ambition, or ineptitude on the part of their military leaders.”

—GEN Douglas MacArthur

Address to the Corps of Cadets, USMA, in connection of presentation of the Sylvanus Thayer Award for service to his country on 12 May 1962:

“...and through all this welter of change and development your mission remains fixed, determined, inviolate. It is to win our wars. Everything else in your professional career is but corollary to this vital dedication All other public purposes, all other public projects, all other public needs, great or small, will find others for their accomplishments; but you are the ones who are trained to fight.”

“Yours is the profession of arms, the will to win, the sure knowledge that in war there is no substitute for victory, that if you lose, the nation will be destroyed, that the very obsession of your public service must be Duty, Honor, Country....”

—GEN Douglas MacArthur

DA Pamphlet 360–50, “Quotes for the Military/Speaker 1982”, HQDA, August 1982:

“The cohesion that matters on the battlefield is that which is developed at the company, platoon and squad levels.”

—GEN E. C. Meyer

Selected Quotations; US History Leaders, Office of the Chief, Military History, DA, 1964:

“The military commander is the fate of the nation.”

—Helmut Von Moltke (“Von Moltke the Elder”) 1800–1881

Combat Motivation: The Behavior of Soldiers in Battle by Anthony Kellett:

“...every single soldier must know, before he goes into battle, how the little battle he is to fight fits into the larger picture, and how the success of his fighting will influence the battle as a whole.”

—Field Marshall Montgomery

USMA’s Professional Notebook 1984:

“There are no bad regiments; there are only bad colonels.”

—Napoleon, 1769–1821

Military Review, Jul 80:

“Duty—the sublimest word in the English Language.”

—Horatio Nelson, 1758–1805

Follow Me. The Human Element:

“Command and leadership are two quite different functions, yet they are inextricably interrelated—each supplementing strengthening the other. I think of them as siamese twins, each essential to the life of the other, joined at the head and heart—with the head symbolizing command and the heart denoting leadership.”

—Aubrey “Red” Newman

CINCUSAREUR

“Each of us is led, some of us are leaders. The competence we demand in our leaders must be our model when we lead. Where are you?”

—GEN Glenn K. Otis, 1985

Military Review, July 1980:

“Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.”

“The badge of rank which an officer wears on his coat is really a symbol of servitude to his men.”

—GEN George Patton

War As I Knew It Letter of Instruction Number 1 to Corps, Division, and Separate Unit Commanders of the Third United States Army, 6 March 1944:

“...each, in his appropriate sphere, will lead in person. Any commander who fails to obtain his objective, and who is not dead or severely wounded, has not done his full duty.”

—GEN George Patton

Dictionary of Military and Naval Quotations by Robert D. Heinl, Jr. (1978):

“A pint of sweat will save a gallon of blood.”

—GEN George Patton

Selected Quotations; US History Leaders, Office of the Chief, Military History, DA, 1964:

“If I do my full duty, the rest will take care of itself.”

—GEN George Patton

The Unknown Patton:

“Leadership is the thing that wins battles.... It probably consists of knowing what you want to do, and then doing it and getting mad as hell if anyone tries to get in your way. Self-confidence and leadership are twin brothers.”

—GEN George Patton

Cavalry Journal, Sep 33:

“Wars may be fought with weapons, but they are won by men. It is the spirit of the men who follow and of the man who leads that gains the victory.”

—GEN George Patton

Nineteen Stars: A Study in Military Character & Leadership, (CA: Presidio, 1971), by Edgar F. Puryear, Jr.

“Each in his appropriate sphere, will lead in person.”

—GEN George Patton

Extract from letter written by GEN Patton to son, Cdt Patton, 6 Jun 44:

“To be a successful soldier you must know history. Read it objectively— ...What you must know is how man reacts. Weapons change but man who uses them changes not at all. To win battles you do not beat weapons—you beat the soul of man of the enemy man.... You must read biography and especially autobiography. If you do it you will find that war is simple. Decide what will hurt the enemy most within the limits of your capabilities to harm him and then do it. TAKE CALCULATED RISKS. That is quite different from being rash. My personal belief is that if you have a 50% chance, take it because the superior fighting qualities of American soldiers led by me will surely give you the extra 1% necessary.”

“The most vital quality a soldier can possess is SELF-CONFIDENCE, utter, complete, and bumptious. You can have doubts about your good looks, about your intelligence, about your self-control; but to win in war you must have no doubts about your ability as a soldier....”

“Soldiers, all men in fact, are natural hero worshippers. Officers with a flare for command realize this and emphasize in their conduct, dress and deportment the qualities they seek to produce in their men....”

“...You are always on parade...There is no such thing as ‘a good field soldier.’ You are either a good soldier or a bad soldier.”

—GEN George Patton

Military Review, July 80:

“A competent leader can get efficient service from poor troops; while, on the contrary, an incapable leader can demoralize the best of troops.”

—GEN John Pershing

My Experiences in the World War, Volume I, New York, 1931, p. 266:

“...the success of a military commander depends largely upon his practical turn of mind, whether it be in planning and directing military operations in the field or managing the business of transportation and supply. Military science is based on principles that have been deduced from the application of common sense in the conduct of military affairs...military genius is really only the capacity to understand and apply simple principles founded on experience and sound reasoning.”

—GEN John Pershing

DA Pamphlet 360-50, “Quotes for the Military/Speaker 1982”, HQDA, August 1982:

“Then darkness enveloped the whole American armada. Not a pinpoint of light showed from those hundreds of ships as they surged on through the night toward their destiny, carrying across the ageless and indifferent sea tens of thousands of young men, fighting for—for—well, at least each other.”

—Ernie Pyle

Commander, TRADOC

“Military leadership is always greater than its interpreters, yet one truth is certain. Victory in battle can only be assured by leaders who are skilled in the art and science of war—tactically and technically competent. To this end, we must set, achieve, and sustain high standards of training in all areas central to soldiering. American military history and biography testify as nothing else can to the demand for the mastery of professional skills and knowledge, solidly grounded and tirelessly accumulated. Since the days of Valley Forge and Trenton when the leadership of George Washington captured the imagination of a dispirited American Army and propelled it to victory, American military training and education have proved to be the sure path to competence, to high standards, and to victory. In our time, the surest way to strengthen the bond between certain preparation in peace and ultimate success in war is through the rigorous development and continuous professional growth of the Army’s leaders.”

—GEN William Richardson 1985

The Korean War, Doubleday & Company, Inc., Garden City, New York, 1967:

“But every military leader, from the lowest to the highest, owes it to the men whose lives are at his disposal to speak out clearly when he feels that a serious mistake is about to be made.”

“No military commander is immune to mistakes, and many commanders at one time or another have perhaps made errors that cost our nation dearly—any wasted lives being too dear a price. But it is still the part of a soldier to accept responsibility for blunders and to examine honestly into their origin.”

“Even were he (the enemy) to be rendered quiescent for a time by endless bombardment, it would still be necessary to meet him (the enemy) face to face on the ground to subdue him and to keep him subdued.”

“We forgot that our diplomacy could be no stronger than the military muscle we maintained to support it.”

“No man in uniform, be he private or five-star general, may decide for himself whether an order is consonant with his personal views. While the loyalty he owes his superiors is reciprocated with equal force in the loyalty owed him from

above, the authority of his superiors is not open to question.”

“The sacrifices we have made, and those we shall yet support, are not offered vicariously for others, but in our own direct defense.”

“In the final analysis, the issue now joined right here in Korea is whether Communism or individual freedom shall prevail; whether the flight of fear-driven people we have witnessed here shall be checked, or shall at some future time, however distant, engulf our own loved ones in all its misery.”

“These are the things for which we fight. Never have members of any military command had a greater challenge than we, or a finer opportunity to show ourselves and our people at their best—and thus to do honor to the profession of arms, and to those brave men who bred us.”

—GEN Matthew Ridgway

USMILREP NATO

“All of us who are fortunate enough to be in leadership positions now, and those who aspire to lead soldiers in the future must hone our skills so that we can be the best leaders possible. Our soldiers want leaders who are willing to share their hardships, who are totally concerned with their welfare, and who are willing to place personal ambitions secondary to the needs of their troops or units. We must provide the direction, the counsel, and the good example to insure the concepts of excellence are firmly established in those under our supervision.”

—GEN Roscoe Robinson, Jr. 1985

Bartlett’s Familiar Quotations:

“A good leader can’t get too far ahead of his followers.”

—Franklin Roosevelt

Commander, FORSCOM

“I use a simple framework for good leadership within which all qualities can fit. That framework consists of two dimensions—competency and human understanding. Though reciprocally interdependent, are not necessary co-equal dimensions. Competence, the keystone of leadership, must remain paramount.

—Leaders must be competent in a tactical and technical sense in order to be qualified to lead, and, in being competent. Good leaders take the first step towards caring.

—Leaders must balance the need for human understanding and competence and build solid, cohesive, committed units. If this sound interpersonal foundation exists before the battle, leaders will more likely be able to contribute a majority of their effort to the application of tactical skills That is what will win battles.”

—GEN Robert Sennewald 1985

USAF, Air University, Extension Course Institute, Pamphlet: Leadership in the Air Force, August 1963:

“...I concur that we can take average good men and, by proper training, develop in them the essential initiative, confidence, and magnetism which are necessary in leadership. I believe that these qualities are present in the average man to a degree that he can be made a good leader if his native qualities are properly developed; whether or not magnetism, moral courage, and force which makes the difference between the average man and the above average man....”

ADM Forrest Sherman

Dictionary of Military and Naval Quotations by Robert D. Heinl, Jr. (1978)

“A country and government such as ours are worth fighting for, and dying for, if need be.”
GEN W. T. Sherman

Military Review, July 80:

“It is not enough for the world to know that I am a soldier.”
—GEN W. T. Sherman

“A brave captain is as a root, out of which, as branches, the courage of his soldiers doth spring.”
Sir Phillip Sidney

Address at West Point, circa 1950:

“If I were asked to define leadership, I should say it is the projection of personality. It is the most intensely personal thing in the world because it is just plain you.”

The qualities that distinguish a leader from other men are courage, will power, initiative, and knowledge. If you have not got those qualities you will not make a leader; if you have them, you will.”

—Field Marshal Sir William Slim

Dictionary of Military and Naval Quotations by Robert D. Heinl, Jr. (1978)

“The General must know how to get his men their rations and every other kind of stores needed for war. He must have imagination to originate plans, practical sense and energy to carry them through. He must be observant, untiring, shrewd, kindly and cruel, simple and crafty, a watchman and a robber, lavish and miserly, generous and stingy, rash and conservative. All these and many other qualities, natural and acquired, he must have. He should also, as a matter of course, know his tactics, for a disorderly mob is no more an Army than a heap of building materials is a house.”

—Socrates (469–399)

Military Review, Jul 80:

“A good commander is someone who can step on your boots and still leave a shine.”
—A group of American Soldiers

Good Advice, More than 2,000 apt quotations to help you live your life,—by William Safire and Leonard Safire, Times Books, 1982:

“Learn to obey before you command.” —Solon

“What you cannot enforce, do not command.” —Sophocles

Military Review, July 1980:

““The ability to distinguish essentials from non-essentials, to grasp quickly the elements to the changing situation, and the intestinal fortitude to keep cool and to continue fighting when the going gets tough are required in the successful war commander.”

—ADM R. A. Spruance

Former Commander, TRADOC

“In peacetime, we practice tactics, strategy, and weapons firing. We must do the same with our values. We must develop the candor to display the courage to make a commitment to real competence...We can afford to do no less, for the time is short and stakes are high.”

—GEN Donn Starry

Unknown Source:

“The rare quality of being an effective leader cannot be attributed to any single trait, practice, characteristic or “Golden Rule“. Effective leadership is a delicate combination of integrity, perseverance, technical knowledge, mission awareness, a sense of fairness and genuine concern for one’s soldiers.”

—SGM Sweeny

George Washington and George Marshall: Some Reflections on the American Military Traditions, —CO: USAF Academy, 1984, by Don Higginbotham:

“A company commander’s first object should be to gain the love of his men, by treating them with every possible kindness and humanity, enquiring into their complaints, and when well-founded, seeing them redressed He should know every man of his company by name and character”

—Frederick Wilhelm Von Steuben

Address to the Graduating Class of 1979 at The Citadel, Charleston, SC:

“The test of character is not ‘hanging in’ when you expect light at the end of the tunnel, but performance of duty and persistence of example when you know no light is coming.”

“Leadership under pressure will often entail being a moralist, jurist, teacher, steward and philosopher.”

—ADM James B. Stockdale

Army Information Digest, January 1954:

“Men think as their leaders think.”

—Charles P. Summerall

Guidelines for the Leader and Commander:

“Professional competence is more than a display of book knowledge or of the results of military schooling. It requires the display of qualities of character which reflect inner strength and justified confidence in one’s self.”

—GEN Maxwell Taylor

Quotes for the Military Writers, 1984, Office of the Chief of Information, DA

“Even with the gifts of human understanding and of professional competence arising from careful training, our military leader will not be complete without character, character which reflects inner strength and justified confidence in oneself.”

—GEN Maxwell Taylor

DA Pamphlet 360–50, “Quotes for the Military/Speaker 1982”, HQDA, August 1982:

“A reflective reading of history will show that no man ever rose to military greatness who could not convince his troops that he put them first, above all else.”

—GEN Maxwell Taylor

COMMANDER AMC

“The bonding of soldiers, civilians, and quality equipment will give Army leaders the decisive edge on the battlefield and in the work place.”

—GEN Richard H. Thompson 1985

Vice Chief of Staff of the Army

“It is easy enough to provide soldiers with their basic needs—food and shelter, for example—but it takes skillful, imaginative and dedicated leaders to create an atmosphere where soldiers and their family members share a sense of purpose and belonging.”

“The message is that better soldiers demand more from their leaders. In this sense authority flows from competence, not rank. You will find in the days ahead that your ability to lead will be challenged by young soldiers anxious to succeed. They will not challenge you from the bottom of the ladder but from the top. Your future as a leader will be based upon how well you learn to manage success.”

—GEN Maxwell R. Thurman 1985

USMA’s Professional Notebook 1984:

“A leader is a man who has the ability to get other people to do what they don’t want to do, and like it.”

—Harry Truman 1955

Nineteen Stars: A Study in Military Character & Leadership, (CA: Presidio, 1971), by Edgar F. Puryear, Jr.—in answer to the question of whether leaders are born or made posed by author:

“I suppose men are born with traits that can be cultivated in the direction of leadership. But there is also no doubt that leadership can be cultivated. The idea of any man being born an army commander or being born to be a theater commander, such as General Eisenhower, just isn’t so. The characteristics of leadership, necessarily has to have certain decisiveness and confidence come from knowledge based on studies and training. The fundamental thing is your basic knowledge, the development of your mind, and your ability to apply this knowledge as you go along your military career.”

—Lucian Truscott

Command Missions, A Personal Story, New York, 1954:

“To a very high degree the measure of success in battle leadership is the ability to profit by the lessons of battle experience.”

“The American soldier demonstrated that, properly equipped, trained and led, he has no superior among all the armies of the world.”

—Lucian Truscott

Unknown Source:

“A leader is best when people barely know he exists—not so good when people obey and acclaim him. Worse when they despise him. But of a good leader, who talks little, when his work is done—his aim fulfilled, they will say: ‘We did it ourselves’.”

—Lao Tse

Unknown Source:

“Soldiers coming into the Army expect their leadership to provide training and direction, provide discipline, administer justice fairly and equitably, set the moral and ethical example, give counseling and career guidance, and to be a font of knowledge and experience from which to draw from If we, as the leaders in the Army, don’t do this we are failing the soldier and the Army.”

—SGM Vallair

Good Advice, More than 2,000 apt quotations to help you live your life, by William Safire and Leonard Safire, Times Books, 1982:

“Remember that it is far better to follow well than to lead indifferently.”

—John Vance

USMA’s Professional Notebook 1984

“The courage of a soldier is heightened by his knowledge of his profession”

—Vegetius 378

Remarks at the Graduation Ceremony, Empire State Military Academy, Camp Smith, New York, 24 June 1983:

“There are some constants in military success. Today, as in times gone by, success on the battlefield demands not only technical competence but trust and confidence of the highest order in each other—trust in the skill of one’s comrade, knowing that the fellow next to you, the fellow in front of you, and the fellow behind you, whether from another Service or from your own outfit—trust that the other fellow on the team is going to do his job and do it correctly. Trust and loyalty, courage and willingness to share the burden. That trust can be built only with discipline—organizational discipline that comes from such things as drill as well as individual discipline and the self-discipline that comes from the ability to stand out there at attention or at ease, with the sweat running down your nose and the fly on your ear, and be able to continue to stand at attention Because in battle you’ll have to do things that are a lot harder than that.”

“Von Steuben had some guidance for officers. He said that the first duty of the captain ’is to gain the love and

confidence of his men by treating them with every possible kindness and humanity, inquiring into their complaints and when those complaints are well-founded, seeing them redressed,' and that the captain should know the men by name as well as character Now, that does not mean fawning or mollicoddling. It means the highest duty is teaching one's men and women to know their duties on the battlefield so that they can build that trust and confidence in each other."

—GEN John Vessey, Jr.

Remarks to the Graduating Class of the Naval War College, Newport, Rhode Island, 24 June 1983:

"Inseparable from the concept of service is the concept of integrity. The citizens of this great Nation place great trust in their military Services. They will continue to judge us by stricter rules than they apply to themselves And they should do that because, ultimately, their security rests with us and the way we perform our duties. The people of this Nation have entrusted their Armed Forces with the most awesome weapons the world has ever seen, but they have also placed the lives of their sons and daughters who serve and the safety of their own families for now and in the future in the hands of the Armed Forces. Don't confuse integrity with infallibility. There's a great tendency to do that. As Gary Cooper said in High Noon, you should 'aim to be high-regarded'; but you should remember that you are also human and fallible. Those who will lead you are also human and fallible. The code of the warrior class has room for fallibility Certainly, the higher up the flagpole you go, the more of your fallible backside will show. There is room for that; but, there is no room for a lack of integrity or for those who place self before duty or self before comrades or self before country. Careerism is the one great sin, and it has no place among you. If you achieve success over the bodies or the careers of your comrades, you have served your nation poorly and you have violated the code of the warrior class."

"There won't be any tribunal to judge your actions at the height of battle; there are only the hopes of the citizenry who are relying upon your integrity and skill. They may well criticize you later amid the relative calm of victory or defeat. But, there is a crucial moment in crisis or battle when those you lead and the citizens of the Nation can only trust that you are doing what is right. And you develop that concept through integrity."

—GEN John Vessey, Jr.

Selected Quotations; US History Leaders, Office of the Chief, Military History, DA, 1964:

"There is nothing so likely to produce peace as to be well prepared to meet an enemy."

—GEN George Washington

The Writings of George Washington from the Original Manuscript Sources, 1745–1799, Volume 4.:

"Require nothing unreasonable of your officers and men, but see that whatever is required be punctually complied with. Reward and punish every man according to his merit, without partiality or prejudice; hear his complaints; if well founded, redress them; if otherwise, discourage them, in order to prevent frivolous ones. Discourage vice in every shape, and impress upon the mind of every man, from the first to the lowest, the importance of the cause, and what is it they are contending for."

—GEN George Washington

Generals and Generalship. The Lee Knowles lectures delivered at Trinity College, 1939—Principles of successful commanders in their relations with their troops:

"—He should give praise where praise is due, ungrudgingly by word of mouth or written order."

"—He should show himself as frequently as possible to his troops and as impressively as possible."

"—He should never indulge in sarcasm, which is being clever at someone else's expense and always offends."

"—He should tell his soldiers the truth, save when absolutely necessary to conceal plans."

“A general may succeed for some time in persuading his superiors that he is a good commander: he will never persuade his army that he is a good commander unless he has the real qualities of one.”

—Wavell, General Sir Archibald

Nineteen Stars: A Study in Military Character & Leadership, (CA: Presidio, 1971), By Edgar F. Puryear, Jr.—in answer to the question of whether leaders are born or made posed by author:

“No, I don’t agree with that. I think there are some men who have a better chance of developing into leaders. This primarily because of their interest in the activities that lead to leadership. I think most genius is the result of hard work; and any young man, if he has guts and stick-to-itiveness, can make good in life, if given an average body and mind. It’s up to the individual; but there must be a spark, a continuing curiosity.”

—Albert C. Wedemeyer

Military Review, December 1979:

“An Army lives in the shadow of its tradition. It looks to the heroic deeds of the past and the performance of its great soldiers to enlighten and inspire its present membership.”

—GEN Fred Weyand

CSA Article for Weekly Summary:

“In times of danger, it is the ethical element of leadership which will bond our units together and enable them to withstand the stresses of combat.”

—GEN John Wickham, Jr.

Pre-Command Course at Ft. Leavenworth, Kansas, October 3, 1984:

“But the legacy of souls that we touch through example setting and through teaching is the long gray line of the Army of the future.”

—GEN John Wickham, Jr.

Booklet, Today’s Army Proud and Ready...What it takes, 1984:

“Leaders are made by the day-to-day practice and fine tuning of leadership talents, because leading is an art as well, is a science and best developed by application. Leaders are made by the steady acquisition of professional knowledge and by the development of 24-karat character during the course of a career.”

“I also believe that such ‘footlocker’ teaching should take place in the Noncommissioned Officer Corps, with the senior NCOs taking a direct hand in the professional and personal upbringing of junior NCOs.”

“The professional knowledge of leaders is essential to sound teaching and to improve the proficiency as well as readiness of units.”

“Personal and professional excellence...you can’t do one without the other...they are all wrapped up in the word ‘character’.”

—GEN John Wickham, Jr.

“Training Tomorrow’s Leaders Today”, Leadership in the Post—70’s A Workshop Conference (sponsored by DCSPER, US Army and the Superintendent, USMA), June 25–27, 1969:

“...Men in combat want their leaders, above all else, to possess two basic qualities: courage and professional competence. If he has these two attributes, they will respect him and they will have confidence in him. They will follow him, and they will forgive him many shortcomings.”

—GEN James Woolnough (CG, CONARC, 1969)

Military Review, July 1980:

“No man is a leader until his appointment is ratified in the minds and hearts of his men.”

—Anonymous

Selected Quotations, US History Leaders, Office of the Chief, Military History, DA, 1964:

“The kind of leadership available to an organization is a principal factor in its operation. So far as armies are concerned the quality of leadership determines their success. Indeed it often determines their survival.”

—Anonymous

Unknown Sources:

“...I submit to you that leaders will never be more or less than their soldiers’ evaluation of them. This is the true efficiency report. From most of your troops you can expect courage to match your courage, guts to match your guts, endurance to match your endurance, motivation to match your motivation, esprit to match your esprit, a desire for achievement to match your desire for achievement. You can expect a love of God, a love of country and a love of duty and they won’t mind the heat if you sweat with them, and they won’t mind the cold if you shiver with them.”

“You see, you don’t accept the troops, they were there first. They accept you And when they do, you’ll know. They won’t beat drums, wave flags, or carry you off the drill field on their shoulders, but you’ll know. You see, your orders will appoint you to command. No orders, letters, no insignia of rank can appoint you as a leader. Leadership is an intangible thing. Leadership is developed within yourselves and you’ll get stronger as you go.”

—Author Unknown

“These commissions (as officers) will not make you leaders, they will merely make you officers.”

—Author Unknown circa 1919

“If any of my sons are ever called upon to serve their country in time of war, I hope they will have a squad leader like I have. A true soldier, he’s tough and demanding yet always fair. He cares about his squad. He sets high standards and demands that we meet them. He tells us what we do good and encourages us to keep our stuff straight. And he tells us what’s screwed up and how to fix it. He knows as much about us and our families as is humanly possible. He truly cares. We trust him and are confident in his ability to lead us in combat. If he says ‘follow me’—we will not hesitate. That’s what leadership is all about.”

—An anonymous SP4 1984

DA Pamphlet 360–50, “Quotes for the Military/Speaker 1982”, HQDA, August 1882:

“For those who fight for it, life has a special flavor the protected will never know.”

Unknown Source:

“Leadership can be defined in numerous ways, but probably the simplest definition is that leadership in any unit revolves around the ability of the person in charge to move a group of people, as a team, in the direction of a common goal. All of the terminology and concepts that have been used to describe successful leaders and successful leadership are built into this definition. These include, but are not limited to: caring, cohesion, teamwork, good training, good maintenance, esprit de corps, communication, loyalty, mutual confidence and respect, good judgment, decisiveness, and the list goes on. The bottom line is that a leader, in order to be successful by any definition, needs to have the necessary skills to create an environment in which subordinates have confidence in their abilities and their equipment, mutual respect for each other and for the leader and will respond immediately, as a team, then the leader specifies a mission.”

“Every soldier is a leader regardless of his rank or position. His attitude, opinions, desires and deportment mold the approach to mission taken by those above him and his subordinates. It is the summation of this leadership by ‘every soldier’ that makes our Army a winner.”

“NCO’s must lead soldiers in execution of the activities of the day. Such leadership is exemplified in understanding the instruction or task at hand before beginning; in giving clear, concise instruction; and in being a demanding, willing teacher and an aggressive role model.”

—Authors Unknown

2. Title not used.

Paragraph not used.

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OneCol FORMATTER .WIN32 Version 163

PIN: 058692-000

DATE: 09-27-01

TIME: 13:08:15

PAGES SET: 34

DATA FILE: C:\wincomplyoni.fil

DOCUMENT: DA PAM 600-65

DOC STATUS: NEW PUBLICATION