

SELECTED QUOTATIONS: U. S. MILITARY LEADERS



OFFICE OF THE CHIEF OF MILITARY HISTORY
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INTRODUCTION

Military history and military literature have been enriched through the years by the utterances and writings of the officers and enlisted men of the United States Army. This publication is a preliminary effort to collect and organize some of this material for use by the military establishment. The quotations included herein were selected on the basis of their quotability, interest, inspirational quality and their expression of accepted military doctrine. They are the product of research in sources readily available in the Office of the Chief of Military History and therefore are limited in quantity and scope.

Each page consists of two columns. The column on the right contains the quotation; the left identifies the person responsible for the quotation, its source document for this compilation, and when deemed appropriate, a description of the situation at the time the quotation was made. The quotations are listed in order of their author's appearance in military history.

Complete documents suitable for quotation in their entirety have been reproduced and included as appendices.

1 February 1964

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GENERAL GEORGE WASHINGTON

Excerpt from a letter of instructions to the Captains of the Virginia Regiment, July 29, 1759. (Douglas Southall Freeman, George Washington, A Biography, Vol. II, New York, 1949, p. 263.)

Discipline is the soul of an army. It makes small numbers formidable; procures success to the weak, and esteem to all. . . .

GENERAL GEORGE WASHINGTON

(General Orders, Head Quarters New York, July 2, 1776. John C. Fitzpatrick, ed., The Writings of George Washington from the Original Manuscript Sources, 1745-1799, Washington, 1931-1944, Vol. 5, p. 212.)

Let us therefore animate and encourage each other, and show the whole world, that a Freeman contending for LIBERTY on his own ground is superior to any slavish mercenary on earth.

GENERAL GEORGE WASHINGTON

(Letter, General Washington to the President of Congress, Cambridge, Massachusetts, February 9, 1776. Ibid., Vol. 4, p. 316.)

Men who are familiarized to danger, meet it without shrinking, whereas those who have never seen Service often apprehend danger where no danger is. Three things prompt Men to a regular discharge of their Duty in time of Action: natural bravery, hope of reward, and fear of punishment. The first two are common to the untutor'd, and the Disciplin'd Soldiers; but the latter, most obviously distinguishes the one from the other. A Coward, when taught to believe, that if he breaks his Ranks, and abandons his Colours, will be punished with Death by his own party, will take his chance against the Enemy; but the Man who thinks little of the one, and is fearful of the other, Acts from present feelings regardless of consequences.

GENERAL GEORGE WASHINGTON

(General Orders, Head Quarters, New York, August 1, 1776. Ibid., Vol. 5, p. 362.)

. . . the Honor and Success of the army, and the safety of our bleeding Country, depends upon harmony and good agreement with each other; . . . he will be the best Soldier, and the best Patriot, who contributes most to this glorious work, whatever his Station, or from whatever part of the Continent, he may come: Let all distinctions of Nations, Countries, and Provinces, therefore be lost in the generous contest, who shall behave with the most Courage against the enemy, and the most kindness and good humour to each other. . . .

GENERAL GOERGE WASHINGTON

(Letter, General Washington to the President of Congress, Colonel Morris's on the Heights of Harlem, September 24, 1776. Fitzpatrick, op.cit., Vol. 6, pp. 108-109.)

. . . War must be carried on systematically, and to do it, you must have good Officers, there are, in my Judgement, no other possible means to obtain them but by establishing your Army upon a permanent footing; and giving your Officers good pay; this will induce Gentlemen, and Men of Character to engage; and till the bulk of your Officers are composed of such persons as are actuated by Principles of Honour, and a spirit of enterprise, you have little to expect from them.

* * *

There is nothing that gives a Man consequence, and renders him fit for Command, like a support that renders him Independent of every body but the State he Serves.

GENERAL GEORGE WASHINGTON

(Letter, General Washington to Governor Patrick Henry of Virginia, Head Quarters, Heights of Harlem, October 5, 1776. Ibid., p. 167.)

The true Criterion to judge by (when past Services do not enter into the Competition) is, to consider whether the Candidate for Office has a just pretention to the Character of a Gentleman, a proper sense of Honour, and some reputation to loose.

GENERAL GEORGE WASHINGTON

View as to the necessity for good officers, expressed in October 1776. (Officers' Call, Vol. 5, No. 5.)

The salvation of their country, and all we are contending for depends (under Providence) upon a good choice of officers to make this Army formidable to the enemy, and serviceable to the cause we are endeavoring to support.

GENERAL GEORGE WASHINGTON

(Letter, General Washington to the President of Congress, Colonel Morris's, on the Heights of Harlem, September 24, 1776. Fitzpatrick, op. cit., Vol. 6, p. 115.)

An Army formed of good Officers moves like Clock-Work; . . .

GENERAL ~~GEORGE~~ WASHINGTON

(The Story of the Command and General Staff College, Fort Leavenworth, 1954.)

If we desire peace, one of the most powerful institutions of our rising prosperity, it must be known that we are at all times ready for war.

GENERAL ~~GEORGE~~ WASHINGTON

(Ibid.)

To be prepared for war is one of the most effectual means of preserving peace.

GENERAL GEORGE WASHINGTON

(Letter, General Washington to President Thomas Wharton, Junior, Supreme Executive Council in Pennsylvania, Valley Forge, March 7, 1778. Fitzpatrick, op. cit., Vol. 11, p. 47.)

The Army and the Country have a mutual Dependence upon each other and it is of the last Importance that their several Duties should be so regulated and enforced as to produce not only the greatest Harmony and good Understanding but the truest Happiness and Comfort to each.

GENERAL GEORGE WASHINGTON

(Letter, General Washington to the President of Congress, Colonel Morris's, on the Heights of Harlem, September 24, 1776. Ibid., Vol. 6, p. 110.)

To place any dependence upon Militia, is, assuredly, resting upon a broken staff.

GENERAL GEORGE WASHINGTON

(Ibid., p. 111.)

To bring Men to a proper degree of Subordination, is not the work of a day, a month or even a year; . . .

GENERAL GEORGE WASHINGTON

(Letter, General Washington to Governor Patrick Henry, Head Quarters, Heights of Harlem, October 5, 1776, Ibid., p. 167.)

Discipline and Subordination add life and Vigour to Military movements.

CAPTAIN NATHAN HALE

Statement made before his being hanged by the British as a spy on 22 September 1776. (John Bartlett, Familiar Quotations, 12th ed., 1948, p. 571.)

I only regret that I have but one life to lose for my country.

COLONEL WILLIAM PRESCOTT

Order given during the battle of Bunker Hill, 17 June 1775. Sometimes attributed to General Israel Putnam. (Burton Stevenson, The Home Book of Quotations, New York, 1934, p. 61.)

Don't fire until you see the whites of their eyes.

GENERAL JOHN STARK

Statement made by General Stark at the battle of Bennington, 16 August 1777. (Ibid., p. 62.)

There, my boys, are your enemies, red-coats and Tories. You must beat them-or Molly Stark is a widow tonight.

GENERAL JOHN STARK

Reply of Colonel Stark at Bunker Hill when urged to hurry his troops when they came under artillery fire on the way to their posts. (Christopher Ward, The War of the Revolution, Vol. 1, New York, 1952, p. 86.)

. . . one fresh man in action is worth ten fatigued men.

GENERAL NATHANÆL GREENE

(Letter, Nathanael Greene to his wife, June 2, 1775. Randolph G. Adams and Howard, H. Peckham, Lexington to Fallen Timbers, 1775-1794, Ann Arbor, 1942, p. 3.)

I am determined to defend my rights and maintain my freedom or sell my life in the attempt, and I hope the riteous God that rules the World will bless the Armies of America and receive the spirits of those whose lot it is to fall in action. . . .

GENERAL ISRAEL PUTNAM

Remark supposed to have been made by General Putnam at a council of war called to discuss the occupation and fortification of Bunker Hill, (Ward, op. cit., p. 74.)

The Americans are not at all afraid of their heads, though very much afraid of their legs; if you cover those, they will fight forever.

GENERAL HENRY (LIGHT HORSE HARRY) LEE

Opinion on the government's responsibility for providing a trained military force. (Emory Upton, The Military Policy of the United States, Washington, 1912, p. 47.)

. . . a government is the murderer of its citizens which sends them to the field uninformed and untaught, where they are to meet men of the same age and strength, mechanized by education and discipline for battle, I cannot withhold my denunciation of its wickedness and folly.

GENERAL HENRY KNOX

(Ernest Dupuy, Where They Have Trod, The West Point Tradition in American Life, New York, 1940, p. 306.)

. . . officers can never act with confidence until they are masters of their profession. . . .

CAPTAIN JONAS PARKER

Captain Parker to his company of Minute Men at Lexington Green, Massachusetts, 19 April 1775. (Christopher Ward, The War of the Revolution, Vol. I, New York, 1952, p. 37.)

Stand your ground! Don't fire unless fired upon! But if they want to have a war, let it begin here!

COLONEL GEORGE CROGHAN

Reply made by Captain George Croghan, 17th Infantry Regiment, to the British Colonel Henry Proctor's demand for the surrender of Fort Stephenson, Ohio, 1 August 1813. (Stevenson, op. cit., p. 63.)

We give up the fort when there is not a man left to defend it.

GENERAL ANDREW JACKSON

Statement attributed to Andrew Jackson at New Orleans during the War of 1812, (Ibid., p. 581.)

I will hold New Orleans in spite of Urop [sic] and all hell.

GENERAL ANDREW JACKSON

Reply of General Jackson to the Governor of Tennessee after receiving his advice to abandon the operations against the Creek Indians, disband the militia, return to Tennessee, and content himself to the defense of its frontiers. (Upton, op. cit., p. 119.)

I will hold the posts I have established until ordered to abandon them by the Commanding General, or die in the struggle. . . .

GENERAL ANDREW JACKSON

Proclamation to the people of Louisiana from Mobile, September 21, 1814. (John Spencer Bassett, ed., Correspondence of Andrew Jackson, Vol. II, Washington, 1927, p. 58.)

The Individual who refuses to defend his rights when called by his Government, deserves to be a slave, and must be punished as an enemy of his Country and a friend to her foe.

GENERAL ANDREW JACKSON

Address to the troops on the right bank of the Mississippi River who had abandoned their lines when attacked by the British during the battle of New Orleans. (Ibid., p. 135.)

The brave man inattentive to his duty, is worth little more to his Country, than the coward who deserts her in the hour of danger.

GENERAL WINFIELD SCOTT

Address to the 11th Infantry Regiment at Chippewa, Canada, 5 June 1814. (Winfield Scott, Memoirs of Lieut.-General Scott, LL.D., New York, 1864, p. 134.)

The enemy say that Americans are good at a long shot; but cannot stand the cold iron. I call upon you instantly to give a lie to the slander. Charge!

GENERAL WINFIELD SCOTT

General Scott's opinion of the contribution made by West Point to the winning of the Mexican War. (Catalogue of the United States Military Academy, . . . 1953-1954, Washington, 1953, p. 7.)

I give it as my fixed opinion, that but for our graduated cadets, the war between the United States and Mexico might, and probably would, have lasted some four or five years, with, in its first half, more defeats than victories falling to our share; whereas, in less than two campaigns we conquered a great country and a peace, without the loss of a single battle or a skirmish.

GENERAL WINFIELD SCOTT

Speech at Cerro Gordo,
Mexico. (State Military
Gazette, New York, 15 May
1858.)

Soldiers, I am in the
midst of you! . . . You must
not return to your homes
unless you return under
triumphal arches. . . . Let
us advance, then, and with our
bayonets, write a glorious
page on this day for our
country . . . for all depends
on the territory you will
this day acquire.

GENERAL ZACHARY TAYLOR

Shouted to the 2d Kentucky
Regiment on seeing them rally
in battle at Buena Vista,
Mexico. (Justin H. Smith,
The War With Mexico, Vol. I,
New York, 1919, p. 559.)

Hurrah for Old Kentuck!
That's the way to do it. Give
'em hell, damn 'em.

GENERAL ZACHARY TAYLOR

Attributed to General
Taylor at Buena Vista,
Mexico, 23 Feb 1847.
(Stevenson, op. cit.,
p. 64.)

A little more grape,
Captain Bragg.

GENERAL ZACHARY TAYLOR

Advice given to Captain Braxton Bragg during the battle of Buena Vista, Mexico, in reply to Captain Bragg's statement that he would have to pull his battery back or lose it. (Ibid., p. 64.)

Captain Bragg, it is better to lose a battery than a battle.

GENERAL ZACHARY TAYLOR

General Taylor's remark to General John E. Wool at Buena Vista, Mexico, concerning the abandonment of that battlefield. (Battles and Leaders of the Civil War, Vol. III, Part II, New York, 1888, p. 633.)

My wounded are behind me, and I will never pass them alive.

CAPTAIN CHARLES A. MAY

Captain Charles A. May's order to his squadron, 2d Dragoons, at Rosaca de la Palma, 9 May 1846. (D. A. Poster 21-40, Washington, 1952.)

Remember your regiment and follow your officers.

GENERAL ZACHARY TAYLOR

Reply made at Buena Vista, Mexico to Santa Anna's demand for surrender. (Centennial of the United States Military Academy, Vol. I, Washington, 1904, p. 67.)

Tell him to go to hell.

GENERAL PERSIFOR F. SMITH

Report on certain officers of the Corps of Engineers in the Mexican War. (Justin H. Smith, The War with Mexico, Vol. II, New York, 1919, pp. 320-321.)

Nothing seemed to them too bold to be undertaken, or too difficult to be executed....

PROFESSOR DENNIS HART MAHAN, U.S.M.A.

Remark published in Outpost. (Dupuy, op. cit., p. 309.)

Let no man be so rash as to suppose that, in donning a general's uniform, he is forthwith competent to perform a general's functions.

PROFESSOR DENNIS HART MAHAN

(R.E. Dupuy and T. N. Dupuy, Military Heritage of America, Cambridge, 1954, p. 272.)

No great success can be hoped for in war in which rapid movements do not enter as an element. Even the very elements of Nature seem to array themselves against the slow and over-prudent general.

GENERAL ULYSSES S. GRANT

Dispatch to General Henry W. Halleck from City Point, Va., August 1, 1864, concerning Sheridan's operations in the Shenandoah Valley. (U.S. Grant, Personal Memoirs of U.S. Grant, Vol. II, New York, 1886, p. 318.)

Wherever the enemy goes let our troops go also.

GENERAL ULYSSES S. GRANT

Letter to Gen. Simon D. Buckner, C.S.A., written immediately before the surrender of Fort Donelson. (U.S. Grant, Personal Memoirs of U.S. Grant, Vol. I, New York, 1886, p. 311.)

No terms except an unconditional and immediate surrender can be accepted.

I propose to move immediately upon your works.

GENERAL ULYSSES S. GRANT

Statement made to an officer at Belmont, Mo., on learning that he was being cut off from his transports on the river. (Charles A. Dunn and J. H. Wilson, The Life of U. S. Grant, Chicago, 1868, p. 51.)

If we are surrounded we must cut our way out as we cut our way in.

GENERAL ULYSSES S. GRANT

General Grant on the art of war. (J. F. C. Fuller, Decisive Battles: Their Influence Upon History and Civilization, New York, 1940, p. 680.)

The art of war is simple enough. Find out where your enemy is. Get at him as soon as you can. Strike at him as hard as you can and as often as you can, and keep moving on.

GENERAL ULYSSES S. GRANT

Intentions of General Grant as expressed in a letter to General Halleck during the battle of Spottsylvania, 11 May 1864. (Dispatch, U. S. Grant, Lieutenant General, to Maj. Gen. H. W. Halleck, Chief of Staff, Headquarters Armies of the United States, near Spottsylvania Court-House, May 11, 1864 - 8:30 a.m. The War of the Rebellion, A Compilation of the Official Records of the Union and Confederate Armies, Ser. I, Vol. XXXVI, Part II, Washington, 1891, p. 627.)

I . . . propose to fight it out on this line if it takes all summer.

GENERAL WILLIAM T. SHERMAN

Instructions to General
McPherson, C.G., Army of the
Tennessee, during the Atlanta
Campaign, 11 May 1864. (Ibid.,
p. 33.)

Strengthen your position;
fight anything that comes; . . .

GENERAL JOHN M. CORSE

General John M. Corse,
to the Aide-de-Camp of General
Sherman during the Confederate
assault at Altoona, Ga., 6 Oct
1864. (Sherman, op. cit., p.
147.)

I am short a cheekbone and
an ear, but am able to whip all
h--l yet!

GENERAL WILLIAM T. SHERMAN

Message signaled at General
Corse at Altoona from Kenesaw
Mt. on 5 Oct 1864 (Bartlett,
op. cit., p. 542.)

Hold the fort! I am
coming.

GENERAL WILLIAM T. SHERMAN

Letter to James M.
Calhoun, Mayor of Atlanta and
others, 12 Sept 1864.
(Sherman, op. cit., p. 126.)

You cannot qualify war in
harsher terms than I will. War
is cruelty, and you cannot refine
it; . . .

You might as well appeal
against the thunderstorm as
against these terrible hard-
ships of war.

GENERAL WILLIAM T. SHERMAN

(Ibid., p. 385.)

The regiment is the family.
The colonel, as the father,
should have a personal acquaint-
ance with every officer and man,
and should instill a feeling of
pride and affection for himself,
so that his officers and men
would naturally look to him for
personal advice and instruction.

GENERAL WILLIAM T. SHERMAN

(Ibid., p. 385.)

The company is the true
unit of discipline, and the
captain is the company.

GENERAL WILLIAM T. SHERMAN

Plans for feeding his
troops during the campaign
against Atlanta as expressed
in a letter to General Grant
on 10 April 1864. (W. T.
Sherman, Personal Memoirs of
General W. T. Sherman, 3d ed.,
Vol. II, New York, 1875, p. 28.)

I will inspire my command,
if successful, with the feeling
that beef and salt are all that
is necessary to life, and that
parched corn once fed General
Jackson's army on that very
ground.

GENERAL WILLIAM T. SHERMAN

(Ibid., p. 386.)

No army can be efficient unless it be a unit for action; and the power must come from above, not from below. . . .

GENERAL WILLIAM T. SHERMAN

(Ibid., p. 387.)

There is a soul to an army as well as to the individual man, and no general can accomplish the full work of his army unless he commands the soul of his men as well as their bodies and legs.

GENERAL WILLIAM T. SHERMAN

(Ibid., p. 397.)

Too many courts-martial in any command are evidence of poor discipline and inefficient officers.

GENERAL WILLIAM T. SHERMAN

Epigram expressed by General Sherman in Washington, D.C., on 23 February 1882 and inscribed on his monument in Washington, D.C.
(DeB Randolph Keim, Sherman, A Memorial in Art, Oratory and Literature, Washington, 1904, pp. 30, 103.)

War's legitimate object
is more perfect peace.

GENERAL WILLIAM T. SHERMAN

Definition of war commonly attributed to General Sherman.
(Ibid., p. 29.)

War is hell!

GENERAL WILLIAM T. SHERMAN

(Ibid., p. 402.)

A bulky staff implies a division of responsibility, slowness of action and indecision, whereas a small staff implies activity and concentration of purpose.

GENERAL WILLIAM T. SHERMAN

(Ibid., p. 408.)

Every attempt to make war
easy and safe will result in
humiliation and disaster.

GENERAL WILLIAM T. SHERMAN

(Montross, Lynn, War
Through the Ages, New York,
1946, p. 609.)

We have good corporals
and good sergeants and some
good lieutenants and captains,
and those are far more impor-
tant than good generals.

GENERAL GEORGE H. THOMAS

Dispatch to General
Ulysses S. Grant after assuming
command of forces in Chatta-
nooga when the town was under
heavy Confederate pressure, 19
Oct 1863. (War of the Rebellion,
Official Records of the Union
and Confederate Armies, Series
I, Vol. XXX, Part IV, Book 53,
p. 479.)

I will hold the town till
we starve.

LIEUTENANT CURWEN B. McLELLAN

Lieutenant McLellan's advice to his men of the 6th Cavalry Regiment when they hesitated during a charge on a Confederate position at Sailor's Creek, Virginia, April, 1865. (W. H. Carter, From Yorktown to Santiago with the Sixth U. S. Cavalry, Baltimore, 1900, p. 124.)

Men, let us die like soldiers.

LIEUTENANT JOHN T. GREBLE

Statement made by Lieutenant Greble, 2d U. S. Artillery, before being killed in the battle of Big Bethel, June 1861. (David Donald and others, Divided We Fought, New York, 1953, p. 13.)

I never dodge! When I hear the bugle sound a retreat, I will leave, and not before.

GENERAL ISRAEL D. RICHARDSON

General Richardson to his division before being killed in the battle of Antietam, 17 September 1862. (Ibid., p. 127.)

Boys! Raise the colors and follow me.

GENERAL JOSEPH HOOKER

Instructions of General Hooker, C.G., Army of the Potomac, to General George Stoneman, Cavalry Corps, Army of the Potomac. (Ibid., p. 157.)

Let your watchword be, fight, fight, fight. If you can not cut off from the enemy's columns large slices, the general desires that you will not fail to take small ones.

GENERAL GORDON GRANGER

Reply of General Granger, C.G., Reserve Corps, Army of the Cumberland, to General John M. Brannan. During the battle of Chicamauga, General Brannan had asked, "The enemy are forming for another assault; we have not another round of ammunition - what shall we do?" (Battles and Leaders of the Civil War, Vol. III, Part II, New York, 1888, p. 667.)

Fix bayonets and go for them.

GENERAL JOSEPH HOOKER

An order issued on assuming command of the Department of the Northwest, 1865. (Stevenson, op. cit., p. 506.)

No one will consider the day as ended, until the duties it brings have been discharged.

GENERAL WILLIAM G. ROSECRANS

Appeal to his soldiers at Murfreesborough, Tennessee. (William Walton and others, The Army and Navy of the United States, Vol. I, Boston, 1895, p. 26.)

Some of us must die; cross yourselves and march forward.

GENERAL OLIVER O. HOWARD

(General Orders No. 18, Hdqrs, 11th Corps, Army of the Potomac, July 10, 1863. The War of the Rebellion, A Compilation of Official Records of the Union and Confederate Armies, Series I, Vol. XXVII, Part I, Washington, 1889, p. 712.)

The Eleventh Corps, as a corps, has done well - well in marching, well in fighting; the sacrifices it has made shall not be forgotten. In the retrospect, your general feels satisfied. Now, we must make one more effort. Let there be no wavering, no doubt. Our ~~cause~~ is right and our success sure.

J. J. MOULTON (Union soldier, Civil War)

Sentiment regarding military service expressed in a letter written shortly after the first battle of Bull Run. (Bell Irvin Wiley, The Life of Billy Yank, Indianapolis, 1952, p. 276.)

I shall ~~see~~ the thing played out, or die in the attempt; I am not generally very free to pitch in; but I am awful to hang on.

GENERAL ROBERT E. LEE, C.S.A.

(Military Review, February 1945, p. 48.)

The blow, wherever struck, must, to be successful, be sudden and heavy.

GENERAL ROBERT E. LEE, C.S.A.

Inscribed beneath his bust in the Hall of Fame. (Stevenson, op. cit., p. 507.)

Duty is the sublimest word in our language. Do your duty in all things. You cannot do more. You should never wish to lose.

GENERAL ROBERT E. LEE, C.S.A.

From a circular issued in the last months of the Civil War. (G. F. R. Henderson, Stonewall Jackson and the American Civil War, Vol. II, London, 1926, p. 359.)

Men must be habituated to obey or they cannot be controlled in battle, and the neglect of the least important order impairs the proper influence of the officer.

GENERAL ROBERT E. LEE, C. S. A.

Observation made by
General Lee as Gregg's Texas
Brigade began a counter-attack
during the battle of the
Wilderness, 6 May 1864.
(Douglas Southall Freeman, Lee's
Lieutenants. A Study in Command,
Vol. III, New York, 1951, p. 357.)

Texans always move them.

GENERAL ROBERT E. LEE, C. S. A.

(Captain Robert E. Lee Jr.,
Recollections and Letters of
General Robert E. Lee, New York,
1924, pp. 119-120.)

. . . I am opposed to
officers surrounding themselves
with sons and relatives. It
is a wrong principle, and in
that case selections would be
made from private and social
relations, rather than for the
public good.

GENERAL ROBERT E. LEE, C. S. A.

Statement made from the
battlefield of Fredericksburg,
Virginia, after seeing a Federal
charge repulsed, (Henry Steele
Commager, ed., The Blue and the
Gray, Vol. I, Indianapolis, 1950,
p. 1067.)

It is well that war is so
terrible, or we should get too
fond of it.

GENERAL ROBERT E. LEE, C.S.A.

Remark to Colonel Garnet Wolseley of the British Army on the appearance of Hood's Brigade after the battle of Antietam. (James Farber, Texas, C.S.A., New York, c. 1947, p. 104.)

Never mind the raggedness, Colonel, the enemy never sees the backs of my Texans.

GENERAL THOMAS J. (STONEWALL) JACKSON, C.S.A.

(Henderson, op. cit., Vol. I, p. 163.)

My idea is that the best mode of fighting is to reserve your fire till the enemy got -- ~~or~~ you get them -- to close quarters. Then deliver one deadly, deliberate fire - and charge!

GENERAL THOMAS J. (STONEWALL) JACKSON, C.S.A.

(Ibid., p. 420,)

Always mystify, mislead, and surprise the enemy, if possible; and when you strike and overcome him, never give up the pursuit as long as your men have strength to follow; for an army routed, if hotly pursued, becomes panic-stricken, and can then be destroyed by half their number.

GENERAL THOMAS J. (STONEWALL)
JACKSON, C. S. A.

(Ibid., p. 427.)

I had rather lose one man
in marching than five in fighting.

GENERAL THOMAS J. (STONEWALL)
JACKSON, C. S. A.

(Military Review, October
1943, p. 53.)

War means fighting. The business of the soldier is to fight. Armies are not called out to dig trenches, to throw up breast works, to live in camps, but to find the enemy and strike him; to invade his country, and do him all possible damage in the shortest possible time. This will involve great destruction of life and property while it lasts; but such a war will of necessity be of brief continuance, and so would be an economy of life and property in the end.

GENERAL THOMAS J. (STONEWALL)
JACKSON, C. S. A.

(Military Review, July
1945, p. 55.)

To move swiftly, strike vigorously, and secure all the fruits of the victory is the secret of successful war.

GENERAL THOMAS J. (STONEWALL)
JACKSON, C. S. A.

(Douglas Southall Freeman,
Lee's Lieutenants, A Study in
Command, Vol. I, New York,
1949, p. 469.)

Never take counsel of
your fears. . . .

GENERAL THOMAS J. (STONEWALL)
JACKSON, C. S. A.

(Henderson, op. cit.,
Vol. II, p. 373.)

The patriot volunteer,
fighting for his country and
his rights, makes the most
reliable soldier upon earth.

GENERAL THOMAS J. (STONEWALL)
JACKSON, C. S. A.

A favorite aphorism of
General Jackson. (Mary A.
Jackson, Life and Letters of
General Thomas J. Jackson,
New York, 1892, p. 45.)

My duty is to obey orders.

GENERAL NATHAN BEDFORD FORREST, C. S. A.

General Forrest's formula for winning battles. (Robert S. Henry, "First with the Most" Forrest, Indianapolis, 1944, pp. 18-20.)

Get there first with the ~~most~~ men. (General Forrest's actual statement as originally reported by Generals Basil Duke and Richard Taylor.)

Git thar fustest with the mostest men. (Popular version of the statement attributed to General Forrest.)

GENERAL NATHAN BEDFORD FORREST, C. S. A.

Reply when asked by a staff officer as to what should be done when his command was caught between two lines of battle of superior enemy forces. (Henry, op. cit., p. 118.)

Charge them both ways.

GENERAL NATHAN BEDFORD FORREST, C. S. A.

Formula for routing the enemy. (John Watson Morton, The Artillery of Nathan Bedford Forrest's Cavalry, Nashville, 1909, p. 181.)

Get 'em skeered, and then keep the skeer on 'em.

GENERAL NATHAN BEDFORD FORREST, C. S. A.

(Ibid., p. 198.)

In any fight, it's the first blow that counts; and if you keep it up hot enough, you can whip 'em as fast as they come up.

GENERAL RICHARD EWELL, C. S. A.

(Montross, Lynn, War through the Ages, New York, 1946, p. 617.)

The path to glory cannot be followed with much baggage.

GENERAL DANIEL HARVEY HILL, C. S. A.

Precept of General Hill.
(Circular, Chattanooga, September 7, 1863. The War of the Rebellion: A Compilation of Official Records of the Union and Confederate Armies, Series I, Vol. XXX, Part IV, Washington, 1890, p. 622.)

Promptness is the greatest of military virtues, evincing, as it does, zeal, energy, and discipline. The success of arms depends more upon celerity than any one thing else.

GENERAL GEORGE PICKETT, C.S.A.

Verbal command to his division at the beginning of their charge at Gettysburg, 3 July 1863. (Douglas Southall Freeman, Lee's Lieutenants, A Study in Command, Vol. III, New York, 1951, p. 157.)

Up, men and to your posts!
Don't forget today that you are from Old Virginia.

GENERAL JOHN D. GORDON, C.S.A.

General Gordon to General Lee prior to his counter attack in the battle of Spottsylvania, 12 May 1864. (Ibid., p. 406.)

These men are Virginians and Georgians. They have never failed. They never will.

GENERAL JAMES E. B. STUART, C.S.A.

Shouted to his men after he was mortally wounded at Yellow Tavern, Virginia, 12 May 1864. (Ibid., p. 426.)

I had rather die than be whipped.

SERGEANT WILLIAM H. H. MCCALL

Sergeant McCall, a Brevet Brigadier General of Volunteers, acting first sergeant with Forsyth's Scouts at Beecher's Island, September 1868. (Fairfax Downey, Indian Fighting Army, New York, 1943, p. 74.)

We've fought together and, by God, if need be will die together.

GENERAL ADNA R. CHAFFEE

Order given by General Chaffee, when a captain, to his men of the 6th Cavalry, during the Kiowa-Comanche Campaign, 1874. (Ibid., p. 133.)

Forward! If any man is killed, I'll make him a corporal!

GENERAL GUY V. HENRY

Remark of General Henry made when a captain of the 3d Cavalry, after being seriously wounded during Sioux Campaign in June 1876. (Ibid., p. 189.)

It is nothing. For this we are soldiers!

TRUMPETER CALVIN P. TITUS

Trumpeter Calvin P. Titus, E Co, 14th Infantry. Answer to a call for volunteers to scale the wall at Peking, China, under heavy fire, during the Boxer Rebellion. (D.A. Poster, No. 21-73, Washington, 1943.)

I'll try, sir!

COLONEL EMERSON H. LISCUM

Colonel Emerson H. Liscum C.O. 9th Infantry. Dying words after being wounded while carrying the Regiment's colors at Tiensen, China, 13 July 1900. (Capt. Fred R. Brown, History of the Ninth U.S. Infantry, 1799-1909. Chicago, 1909, p. 460.)

Keep up the fire, men.

GENERAL JOHN J. PERSHING

(My Experiences in the World War, Vol. I, New York, 1931, p. 181.)

The infantry soldier, well-trained in stealthy approach and in the art of taking cover, makes a small target, and if he is an expert rifleman there is nothing that can take his place on the battlefield.

GENERAL JOHN J. PERSHING

(My Experiences in the World War, Vol. 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.

GENERAL JOHN J. PERSHING

(Ibid., Vol. II, p. 114.)

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

GENERAL JOSEPH T. DICKMAN

Reply made by General Dickman, Commanding General, Third Division, when asked by a French officer what the Division intended to do in the face of an all out attack on its position. ("Fact Sheet on the Third Division," The Information Section, Headquarters Army Ground Forces, Washington, D.C., 1 March 1947.)

Nous resterons la!
(We're staying there!)

GENERAL ROBERT L. BULLARD

Remark to an American unit which captured Fay's Wood. Quoted from editorial in the New York Herald, November 3, 1919. (Hoyts New Cyclopedia of Practical Quotation, New York, 1927, p. 843.)

You are there, stay there!

GENERAL OMAR BUNDY
GENERAL ROBERT L. BULLARD

Reply of either General Bundy or General Bullard to a French command to withdraw from a position held by American troops in the Marne in 1918. (Ibid., p. 843.)

None of our soldiers would understand not being asked to do whatever is necessary to reestablish a situation which is humilitating to us and unacceptable to our country's honor. - We are going to counter-attack.

COLONEL WILLIAM HAYWARD

Colonel Hayward's reply to a French General who told him to retire the 369th Infantry Regiment (Negro). (Ibid., p. 847.)

My men never retire.
They go forward or they die.

MAJOR CHARLES W. WHITTLESEY

Response to a demand for the surrender of a force composed of units of the 308th Infantry and 307th and 306th M.G. Bns. (Henry F. Woods, American Savings, New York, 1945, p. 73.)

They can go to hell.

GENERAL CHARLES P. SUMMERALL

(Army Information Digest, January 1954, p, 10.)

Men think as their leaders think.

MAJOR JAMES W. MCANDREW

Major McAndrew in a lecture at the Army War College, October 16, 1913. (Printed in the Infantry Journal, Vol. X, No. 3, November-December 1913, under title, "Infantry Training," p. 321.)

. . . the ultimate test of military training and the military discipline that results therefrom is the capacity of troops to suffer losses without being turned aside from the task before them.

13TH CAVALRY

Standard reply to orders once used in the 13th Cavalry Regiment. (Brig. Gen. Paul McD. Robinett, "American Military History: A Guide," ms., OCMH, p. 6.)

It shall be done.

GENERAL MALIN CRAIG

Address at the graduation exercises, United States Military Academy, 12 June 1937. (Robinett, op. cit., p. 12.)

No young officer can be unconscious of the impression he is making on others. And yet he would be wrong to govern his conduct solely by the opinions of others. First of all he must to himself be true. Fortunately, by a happy paradox of human nature we best serve ourselves when we think only of serving others. An officer . . . should make it a cardinal principle of life that by no act of commission or omission on his part will he permit his immediate superior to make a mistake. Once an officer establishes such a professional reputation his future is assured. His services will be eagerly sought and his assignment to duties of the highest importance is certain.

GENERAL GEORGE C. MARSHALL

(Military Review, December
1947, p. 22.)

The only effective defense a nation can now maintain is the power of attack. And that power cannot be in machinery alone. There must be men to man the machines. And there must be men to come to close grips with the enemy and tear his operating bases and his productive establishment away from him before the war can end.

GENERAL GEORGE C. MARSHALL

(Military Review, October
1948, p. 27.)

You can have all of the material in the world, but without morale it is largely ineffective.

GENERAL GEORGE C. MARSHALL

(Robinett, op. cit., p. 4.)

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 commander and his country in the end.

It is not enough to fight. It is the spirit which we bring to the fight that decides the issue. It is morale that wins the victory.

Morale is the state of mind. It is steadfastness and courage and hope. It is confidence and zeal and loyalty. It is elan, esprit de corps and determination.

It is staying power, the spirit which endures to the end -- the will to win.

With it all things are possible, without it everything else, planning, preparation, and production count for naught.

GENERAL DOUGLAS MACARTHUR

(Charles A. Willoughby and Charles Chamberlain, MacArthur, 1941-1951, New York, 1954, p. 7.)

. . . New conditions require for solution, and new weapons require for maximum application, new and imaginative methods. Wars are never won in the past.

GENERAL DOUGLAS MACARTHUR

Tribute paid to the Infantryman in a message to I. J. Fox of the "Doughboy Committee" in New York on 19 October 1942. (Ibid., p. 100.)

He plods and groans,
sweats and toils, he growls
and curses, and at the end
he dies, unknown, uncomplaining,
with faith in his heart,
and on his lips a prayer for
victory.

GENERAL DOUGLAS MACARTHUR

Concluding words of General MacArthur at the ceremony aboard the battleship Missouri in which the Japanese signed the surrender documents, 8 September 1945. (Ibid., p. 297.)

Let us pray that peace
be now restored to the world
and that God will preserve it
always.

GENERAL DOUGLAS MACARTHUR

General MacArthur on the necessity of victory in war. (Letter, General Douglas MacArthur to Congressman Joseph W. Martin, Jr., Ibid., p. 422.)

There is no substitute for
victory.

GENERAL DOUGLAS MACARTHUR

Opinion of the soldier as expressed in a speech given at a reunion of the 42d (Rainbow) Division in Washington, D.C. (Frank C. Waldrop, MacArthur on War, New York, 1942, p. 33.)

However horrible the incidents of war may be to the soldier who is called upon to offer and to give his life for his country is the noblest development of mankind.

GENERAL DOUGLAS MACARTHUR

Speech to the graduating class at West Point in 1933. (Ibid., p. 40.)

A good soldier, whether he leads a platoon or an army, is expected to look backward as well as forward, but he must think only forward.

GENERAL DOUGLAS MACARTHUR

General MacArthur on morale. (Report of the Secretary of War to the President, 1933, "Annual Report of the Chief of Staff, United States Army, for the Fiscal Year Ending June 30, 1933," Washington, 1933, p. 34.)

The unfailing formula for production of morale is patriotism, self-respect, 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 of 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.

GENERAL DOUGLAS MACARTHUR

Statements made by General MacArthur when he departed from Corregidor and again when he arrived in Melbourne, Australia, (Wood, op. cit., pp. 182-183.)

I shall return

* * *

I came through and I shall return.

GENERAL DOUGLAS MACARTHUR

(The Story of the Command and General Staff College, Fort Leavenworth, 1954.)

No one desires peace as much as the soldier for he must pay the greatest penalty in war.

GENERAL DOUGLAS MACARTHUR

Broadcast to the people of the Philippines shortly after he landed on Leyte, 20 October 1944. (Willoughby and Chamberlain, op. cit., p. 239.)

I have returned. By the grace of Almighty God, our forces stand again on Philippine soil. . . .

GENERAL DWIGHT D. EISENHOWER

(Letter TAGO to CG,
USAREUR and others, 3 January
1955. Subject: Information
Objectives and Plans, AGAC-C
(M) 300 (28 Dec 54) CINFO,
Annex C, Inclosure No. 3,
p. 5.)

Americans, indeed, all
free men, remember that in
the final choice a soldier's
pack is not so heavy a burden
as a prisoner's chain.

GENERAL DWIGHT D. EISENHOWER

(Officers' Call, Vol. I,
No. 1, p. 9).

An army fearful of its
officers is never as good as
one that trusts and confides
in its leaders.

GENERAL DWIGHT D. EISENHOWER

(The Infantry School
Quarterly, April 1953, p. 69.)

Nothing is easy in war.
Mistakes are always paid for
in casualties and troops are
quick to sense any blunder
made by their commanders.

GENERAL OMAR N. BRADLEY

("American Military Leadership," Army Information Digest, February 1953, p. 5.)

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

GENERAL OMAR N. BRADLEY

(The Infantry School Quarterly, April 1953, p. 80.)

Leadership in a democratic Army means firmness, not harshness; understanding, not weakness; justice, not license; humaneness, not intolerance; generosity, not selfishness; pride, not egotism.

GENERAL OMAR N. BRADLEY

Lecture by General Omar N. 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.

GENERAL OMAR N. BRADLEY

(Ibid., p. 136.)

Men without weapons in modern war are helpless, but weapons without men are nothing.

GENERAL OMAR N. BRADLEY

(Ibid., p. 135.)

The greatest leader in the world could never win a campaign unless he understood the men he had to lead.

GENERAL OMAR N. BRADLEY

(Military Review, May 1948, p. 62.)

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.

GENERAL OMAR N. BRADLEY

(Military Review,
January 1950, p. 93.)

Unless each officer and noncommissioned officer has capabilities greatly in excess of the responsibility he holds, he is basically an unprofitable part of a military machine.

GENERAL OMAR N. BRADLEY

(Military Review,
February 1950, p. 29.)

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

GENERAL OMAR N. BRADLEY

(Military Review,
October 1949, p. 62.)

For most men, the matter of learning is one of personal preference. But for Army officers, the obligation to learn, to grow in their profession, is clearly a public duty.

GENERAL OMAR N. BRADLEY

(Military Review,
June 1949, p. 79.)

Unfortunately war cannot be prevented without risk to those who would combat aggression. However, the danger of war through an incident is far more remote than the danger of war might be if we were to sit passively by and let events take their course.

GENERAL OMAR N. BRADLEY

(Reader's Digest, July 1944, reprinted in, The Language of World War II, by A. Majorie Taylor, New York, 1948, p. 104.)

Hit the Enemy Twice:
First to find out what he's got; then, to take it away from him.

GENERAL OMAR N. BRADLEY

(Military Review,
December 1947, p. 34.)

Our pleas for peace are measured not by the sincerity with which they are spoken but by the strength we can array to enforce them.

GENERAL OMAR N. BRADLEY

(Military Review,
November 1949, p. 55.)

. . . no victory is assured until the man on the ground takes possession by his physical presence on the enemy's soil.

GENERAL J. LAWTON COLLINS

(The Infantry School Quarterly, April 1953, p. 30.)

The most precious commodity with which the Army deals is the individual soldier who is the heart and soul of our combat forces.

GENERAL J. LAWTON COLLINS

(Army Information Digest, May 1952, "Understanding Our Nation's Global Role," p. 7.)

. . . there is a danger that we may become so enthralled by machines and weapons systems, that we will lose sight of the fact that the man - the individual soldier - is the supreme element in combat. That is the reason why the foundation of our system of discipline is the same as the very foundation of our system of government - the preservation of the dignity of the individual.

GENERAL J. LAWTON COLLINS

(Military Review,
September 1951, p. 53.)

I am confident that an Army of strong individuals, held together by a sound discipline based on respect for personal initiative and rights and dignity of the individual, will never fail this Nation in time of need.

GENERAL J. LAWTON COLLINS

(Military Review,
September 1951, p. 25.)

Only one military organization can hold and gain ground in war - a ground army supported by tactical aviation with supply lines guarded by a navy.

GENERAL J. LAWTON COLLINS

(Combat Forces Journal,
November 1952, "Stress the
Fundamentals," p. 11.)

. . . we will continue to have a great Army only as we continue to produce superb small units.

Superior squads make superior platoons, battalions, regiments, divisions. The spearhead of every attack is a small unit.

GENERAL MATTHEW B. RIDGWAY

(Officers' Call, Vol. 5,
No. 5, p. 2.)

There is far more to professional fitness than knowledge and skill in the techniques and tools of war. These the officer must have, but the final test of his ability is not in what he knows but what he is. There is no substitute for those innate qualities which we generally refer to as character.

GENERAL MATTHEW B. RIDGWAY

Statement made in an address before the Cleveland Post, American Ordnance Association, Cleveland, Ohio, November 1953. (Army-Navy-Air Force Journal, November 1953.)

Man is the dominant factor in war

* * *

. . . there is still one absolute weapon. . . . That weapon is man himself.

GENERAL MATTHEW B. RIDGWAY

("The Soldier and the Statesman," The Army Combat Forces Journal, September 1954, p. 26.)

. . . in the execution of national policy, the soldier is the statesman's junior partner.

GENERAL MATTHEW B. RIDGWAY

Speech before the West Point Society of New York, New York City, December 14, 1954. (Press Release, Dept. of Defense, Office of Public Information, No. 1191-54.)

Our Nation's spiritual resources, more than its material resources, will be the ultimate determinate of our place in history.

GENERAL MATTHEW B. RIDGWAY

(Officers' Call, No. 3, 1954, p. 15. Excerpt from an address before the National Security Industrial Association, 9 September 1954, at Washington, D.C.)

Man is and always will be ~~the~~ the supreme element in combat, and upon the skill, the courage and endurance, and the fighting heart of the individual soldier the issue will ultimately depend.

GENERAL MATTHEW B. RIDGWAY

(Murray Schumach, "The Education of Matthew Ridgway," The New York Times Magazine, May 4, 1952.)

You don't kill men with guns you're not using.

GENERAL MATTHEW B. RIDGWAY

(Address by General Matthew B. Ridgway, Supreme Commander, Allied Forces Europe, before American Council on NATO, Waldorf Astoria Hotel, New York City, New York, 21 May 1953. Press Release, No. 484-53, Department of Defense, Office of Public Information.)

Only through high training requirements, rigidly enforced, can low casualty rates be possible. Only well armed and equipped, adequately trained and efficiently led forces can expect victory in future combat.

GENERAL MATTHEW B. RIDGWAY

Statement issued to the Convocation of Laymen of the American Council of Churches, 3 October 1951. File, Office of the Chief of Staff, "Statements by General Ridgway - CINCFE."

However well equipped with the arms that science can now devise and a loyal production line can supply, no army can long succeed in our day without the bulwark of spiritual values; even as no nation can long endure without a moral code, spiritual fiber, and the wisdom and integrity derived from faith in a righteous God.

GENERAL MATTHEW B. RIDGWAY

(General Ridgway's answers to questions asked by Mr. Joseph Fromm, Far Eastern Editor, U.S. News and World Report, 6 August 1951. File, Office of the Chief of Staff, "Statements by General Ridgway - CINCFE.")

However fine the weapon, however adequate the equipment, neither represent any more strength than the hearts of the men who use them.

GENERAL GEORGE S. PATTON, JR.

In the Cavalry Journal, July 1916. (Armored Cavalry Journal, July-August, 1949, p. 15.)

. . . many, who should know better, think that wars can be decided by soulless machines, rather than by the blood and anguish of brave men.

GENERAL GEORGE S. PATTON, JR.

In the Cavalry Journal,
April 1922. (Ibid.)

Untutored courage is
useless in the face of edu-
cated bullets.

GENERAL GEORGE S. PATTON, JR.

In the Cavalry Journal,
September 1933. (Ibid.)

Many soldiers are led to
faulty ideas of war by knowing
too much about too little.

GENERAL GEORGE S. PATTON, JR.

In the Cavalry Journal,
September 1933. (Ibid.)

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.

GENERAL GEORGE S. PATTON, JR.

A principal of war advocated by General Patton. (Brinton G. Wallace, Patton and His Third Army, Harrisburg, 1946, p. 207.)

There are only three principles of warfare - Audacity, Audacity, and AUDACITY!

GENERAL GEORGE S. PATTON, JR.

Principle of War. (George S. Patton Jr., War as I Knew It, Cambridge, 1947, p. 358.)

In war nothing is impossible, provided you use audacity. . . .

GENERAL GEORGE S. PATTON, JR.

Statement made by General Patton prior to the Normandy invasion, June 1944. (Wallace, op. cit., Preface.)

We shall attack and attack until we are exhausted, and then we shall attack again.

GENERAL GEORGE S. PATTON, JR.

(Patton, op. cit., p. 403.)

There is only one sort of discipline — PERFECT DISCIPLINE. Men cannot have good battle discipline and poor administrative discipline.

GENERAL GEORGE S. PATTON, JR.

(Patton, op. cit., p. 405.)

A pint of sweat will save a gallon of blood.

GENERAL GEORGE S. PATTON, JR.

(Ibid., p. 357.)

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

GENERAL GEORGE S. PATTON, JR.

(Military Review, April 1948, p. 80.)

In war, the only sure defense is offense, and the efficiency of offense depends on the warlike souls of those conducting it.

GENERAL GEORGE S. PATTON, JR.

Diary entry on the eve of the invasion of North Africa, 8 November 1942. (Patton, op. cit., p. 8.)

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

GENERAL GEORGE S. PATTON, JR.

Excerpt from an address made by General Patton to the Section Chiefs of Third Army Headquarters, 19 December 1944. (Brinten G. Wallace, Patton and His Third Army, Harrisburg, 1946, p. 151.)

. . . I am a soldier.
I fight where I am told,
and I win where I fight!

GENERAL MAXWELL D. TAYLOR

(Army Information Digest,
June 1953, p. 3.)

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

GENERAL MAXWELL D. TAYLOR

(Military Review,
December 1953, p. 16.)

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.

COLONEL AUDREY S. NEWMAN

Order to the 3d Bn, 34th Infantry Regiment, when finding it pinned down on Leyte Beach.
(M. Hamlin Cannon, Leyte: Return to the Philippines, Washington, 1954, p. 68.)

Get the hell off the beach. Get up and get moving. Follow me.

GENERAL ROBERT W. GROW

(General Robert W. Grow,
"An Armored Division Issues
Orders," Military Review,
December 1945, p. 16.)

If officers understand
each other, operations succeed.
This is the only "must" prin-
ciple in the issue of orders.

SECRETARY OF WAR ROBERT P. PATTERSON

(Military Review, July
1949, p. 33.)

For every day of train-
ing in peacetime, we may save
weeks and months of war.

GENERAL ANTHONY C. MCAULIFFE

Reply attributed to General McAuliffe in answer to a German demand for the surrender of American forces at Bastogne, Belgium, 22 December 1944. (Leonard Rapport and Arthur Northwood, Jr., Rendezvous with Destiny, Washington, 1948, p. 512.)

Nuts.

GENERAL JOSEPH W. STILWELL

(Military Review, July 1945, p. 7.)

The location of the man on foot, struggling forward with the help of artillery, tanks, air, his own supporting weapons, and all the services, is still the gauge by which we measure success or failure.

GENERAL ALBERT C. WEDEMEYER

(Military Review, October 1949, p. 16.)

The most powerful influence for peace today is the spiritual force exerted by a strong nation of free peoples who have the will to remain free and who are determined to assist free men everywhere in protecting their cherished freedoms.

GENERAL MANTON S. EDDY

(Military Review,
March 1948, p. 44.)

All United States military doctrine is based upon reliance on the ingenuity of the individual working on his own initiative as a member of a team and using the most modern weapons and equipment which can be provided him. The individual makes the modern army not the mass.

GENERAL RAYMOND S. MCCLAIN

(The Field Artillery Journal, March-April 1947,
p. 135.)

... courage on the battlefield is the greatest single factor in the winning of battles and the waging of war.

GENERAL LUCIAN K. TRUSCOTT

(Lucian K. Truscott,
Command Missions. A Personal Story, New York, 1954, p. 533.)

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

GENERAL LUCIAN K. TRUSCOTT

(Ibid., p. 534.)

. . . so long as there is any possibility whatever of continuing the fight, surrender is disgraceful.

GENERAL LUCIAN K. TRUSCOTT

(Ibid., p. 556.)

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

GENERAL MARK W. CLARK

Slogan used in Fifth Army Training. (Mark W. Clark, Calculated Risk, New York, 1950, p. 168.)

An alert soldier is an alive soldier.

GENERAL WILLSTON B. PALMER

(Army Information Digest,
January 1954, p. 11.)

. . . convince each one of your men that he personally is doing something important. It is of no use to convince him that the cause is worth his effort unless you also convince him that his effort is contributing to the cause.

GENERAL WILLSTON B. PALMER

(Ibid., p. 16.)

. . . Once you pick up the burden of leadership, you can never put it down again as long as you live. Sergeant or general, we all carry the same load.

GENERAL JACOB L. DEVERS

(Military Review,
July 1949, p. 33.)

All training must stress that every soldier regardless of assignment has as his primary duty the obligation to fight.

Letter from General George Washington to Colonel William Woodford. (John C. Fitzpatrick, ed., The Writings of George Washington from the Original Manuscript Sources, 1745-1799, Vol. 4, Washington, 1931, pp. 80-81.)

Cambridge, November 10, 1775.

Dear Sir: Your favor of the 18th of September came to my hands on Wednesday last, through Boston, and open, as you may suppose. It might be well to recollect by whom you sent it, in order to discover if there has not been some treachery practised.

I do not mean to flatter, when I assure you, that I highly approve of your appointment. The inexperience you complain of is a common case, and only to be remedied by practice and close attention. The best general advice I can give, and which I am sure you stand in no need of, is to be strict in your discipline; that is, to 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 it is they are contending for. For ever keep in view the necessity of guarding against surprises. In all your marches, at times, at least, even when there is no possible danger, move with front, rear, and flank guards, that they may be familiarized to the use; and be regular in your encampments, appointing necessary guards for the security of your camp. In short, whether you expect an enemy or not, this should be practised; otherwise your attempts will be confused and awkward, when necessary. Be plain and precise in your orders, and keep copies

of them to refer to, that no mistakes may happen. Be easy and condescending in your department to your officers, but not too familiar, lest you subject yourself to a want of that respect, which is necessary to support a proper command. These, Sir, not because I think you need the advice, but because you have been so descending enough to ask it, I have presumed to give as the great outlines of your conduct.

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Henry Ralph and Lucille Pennell, My American Heritage
A Collection of Songs, Poems, Speeches, Sayings and other
Writings Dear to Our Hearts, Chicago, 1949, p. 202.

Commandancy of the Alamo, Texas
February 24, 1836

To the People of Texas and All Americans in the World.

Fellow Citizens and Compatriots:

I am besieged by a thousand or more of the Mexicans under Santa Anna. I have sustained a continual bombardment and cannonade for twenty-four hours and have not lost a man. The enemy has demanded a surrender at discretion; otherwise the garrison are to be put to the sword if the fort is taken. I have answered the demand with a cannon shot, and our flag waves proudly from the walls. I shall never surrender nor retreat. Then, I call on you in the name of Liberty, of patriotism, and of everything dear to the American character, to come to our aid with all dispatch. The enemy is receiving reinforcements daily and will no doubt increase to three or four thousand in four or five days. If this call is neglected, I am determined to sustain myself as long as possible and die like a soldier who never forgets what is due to his own honor and that of his country.

VICTORY OR DEATH.

/s/ William Barret Travis
Lieutenant Colonel, Commandant

APPENDIX B

The following letter was written by General Patton to his son, Cadet Patton, 1st Class, on 6 June 1944.

A.P.O. 403, N.Y.
"D" Day
6 June 1944

Cadet George S. Patton, IV
Co. "F-Q," USCC
West Point, N.Y.

Dear George:

At 0700 this morning the BBC announced that the German Radio had just come out with an announcement of the landing of Allied Paratroops and of large numbers of assault craft near shore. So that is it.

This group of unconquerable heroes whom I command are not in yet but will be soon - I wish I was there now as it is a lovely sunny day for a battle and I am fed up with just sitting.

I have no immediate idea of being killed but one can never tell and none of us can live forever, so if I should go don't worry but set yourself to do better than I have.

All men are timid on entering any fight whether it is the first fight or the last fight. All of us are timid. Cowards are those who let their timidity get the better of their manhood. You will never do that because of your blood lines on both sides. I think I have told you the story of Marshall Touraine, who fought under Louis XIV. On the morning of one of his last battles - he had been fighting for forty years - he was mounting his horse when a young ADC who has just come from the court and had never missed a meal or heard a hostile shot said: "M. de Touraine, it amazes me that a man of your supposed courage should permit his knees to tremble as he walks out to mount." Touraine replied, "My lord duke, I admit that my knees do tremble but should they know where I shall this day take them they would shake even more." That is it. Your knees may shake but they will always take you toward the enemy. Well, so much for that.

APPENDIX C

There are apparently two types of successful soldiers. Those who get on by being unobtrusive and those who get on by being obtrusive. I am of the latter type and soon to be rare and unpopular; but it is my method. One has to choose a system and stick to it. People who are not themselves are nobody.

To be a successful soldier you must know history. Read it objectively -- dates and even the minute details of tactics are useless. 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. To do that you have to destroy his weapons, but that is only incidental. You must read biography and especially autobiography. If you will 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.

In Sicily I decided as a result of my information, observations and a sixth sense that I have that the enemy did not have another large scale attack in his system. I bet my shirt on that and I was right. You cannot make war safely, but no dead general has ever been criticised, so you have that way out always.

I am sure that if every leader who goes into battle will promise himself that he will come out either a conqueror or a corpse, he is sure to win. There is no doubt of that. Defeat is not due to losses but to the destruction of the soul of the leaders. The "Live to fight another day" doctrine.

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.

What success I have had results from the fact that I have always been certain that my military reactions were correct. Many people do not agree with me; they are wrong. The unerring jury of history written long after both of us are dead will prove me correct.

Note that I speak of "Military reactions." No one is born with them any more than anyone is born with muscles. You can be born with the soul capable of correct military reactions or the body capable of having big muscles, but both qualities must be developed by hard work.

The intensity of your desire to acquire any special ability depends on character, or ambition. I think that your decision to study this summer instead of enjoying yourself shows that you have character and ambition - they are wonderful possessions.

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. When I was a second lieutenant I had a captain who was very sloppy and usually late, yet he got after the men for just those faults; he was a failure.

The troops I have commanded have always been well dressed, been smart saluters, been prompt and bold in action because I have personally set the example in these qualities. The influence one man can have on thousands is a never-ending source of wonder to me. You are always on parade. Officers who through laziness or a foolish desire to be popular fail to enforce discipline and the proper wearing of uniforms and equipment not in the presence of the enemy will also fail in battle and if they fail in battle they are potential murderers. There is no such thing as "A good field soldier." You are either a good soldier or a bad soldier.

Well, this has been quite a sermon, but don't get the idea that it is my swan song because it is not. I have not finished my job yet.

Your affectionate father,

/s/ George S. Patton, Jr.

HEADQUARTERS
EIGHTH UNITED STATES ARMY KOREA (EUSAK)
Office of the Commanding General
APO 301

21 January 1951

MEMORANDUM FOR: Corps, Division Separate Brigade or RCT
Commanders, and Commanding General, 2d
Logistical Command

SUBJECT: Why We Are Here

1. In my brief period of command duty here I have heard from several sources, chiefly from the members of combat units, the questions, "Why are we Here?" "What are we fighting for"?
2. What follows represents my answers to these questions.
3. The answer to the first question, "Why are we here?" is simple and conclusive. We are here because of the decisions of the properly constituted authorities of our respective governments. As the Commander-in-Chief, United Nations Command, General of the Army Douglas MacArthur said publicly yesterday: "This command intends to maintain a military position in Korea just as long as the Statesmen of the United Nations decide we should do so." The answer is simple because further comment is unnecessary. It is conclusive because the loyalty we give, and expect precludes any slightest questioning of these orders.
4. The second question is of much greater significance, and every member of this command is entitled to a full and reasoned answer. Mine follows.
5. To me the issues are clear. It is not a question of this or that Korean town or village. Real estate is, here, incidental. It is not restricted to the issue of freedom for our South Korean Allies, whose fidelity and valor under the severest stresses of battle we recognize; though that freedom is a symbol of the wider issues, and included among them.

APPENDIX D

21 January 1951

6. The real issues are whether the power of Western civilization, as God has permitted it to flower in our own beloved lands, shall defy and defeat Communism; whether the rule of men who shoot their prisoners, enslave their citizens, and deride the dignity of man, shall displace the rule of those to whom the individual and his individual rights are sacred; whether we are to survive with God's hand to guide and lead us, or to perish in the dead existence of a Godless world.

7. If these be true, and to me they are, beyond any possibility of challenge, then this has long since ceased to be a fight for freedom for our Korean Allies alone and for their national survival. It has become, and it continues to be, a fight for our own freedom, for our own survival, in an honorable, independent national existence.

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

9. In the final analysis, the issue now joined right here in Korea is whether Communism or individual freedom shall prevail, and, make no mistake, whether the next flight of fear-driven people we have just witnessed across the HAN, and continue to witness in other areas, shall be checked and defeated overseas or permitted, step by step, to close in our own homeland and at some future time, however distant, to engulf our own loved ones in all its misery and despair.

10. There 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 be an honor to the profession of arms, and a credit to those who bred us.

11. I would like each commander to whom this is addressed, in his own chosen ways of leadership, to convey the foregoing to every single member of his command at the earliest practicable moment.

M. B. RIDGWAY
Lieutenant General, United States Army
Commanding

Message from General Jonathan M. Wainwright to President
Roosevelt.

WAR DEPARTMENT

CLASSIFIED MESSAGE CENTER
INCOMING CLASSIFIED MESSAGE

AEF

CSWD
May 6
2:23 AM

URGENT

FROM: Fort Mills
TO: Chief of Staff

No Number May 6, 1942

For the President of the United States. With broken
heart and head bowed in sadness but not in shame I report to your
Excellency that today I must arrange terms for the surrender of
the fortified islands of Manila Bay (Corregidor) (Fort Hughes)
(Fort Drum) and ---

No Sig.

Note: Remainder of this message being serviced.

Action Copy: SGS

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OPD
White House
Comm. Room
G-2

CM-IN (5/6/42) AN 3:00

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