

and over, until individuals and teams learn to control themselves, until they learn where, when, and how they are dependent on one another, and until the individuals and teams learn what each individual and each team must do in order to "get it all together."

Football coaches call these drills scrimmages, and they write them down in play books. Army leaders call these drills collective tasks or battle drills, and they write them down in ARTEP manuals. Coaches who win on the playing field and leaders who

win on the battlefield will tell you the same thing: you must start with good, basic individual skills as a foundation. Coaches say, "run, block, and tackle." Battle leaders say, "move, shoot, and communicate." After that, it's DRILL and DRILL and DRILL, until working together becomes instinctive. Practice does not make perfect. What makes perfect is perfect practice. DRILL.

Basic individual skills, the will to work to get ready, and teamwork drills — that's the only road that

leads to winning teams. Finally, we can lay out another one of those simple, basic formulas of leadership arithmetic: SKILL X WILL X DRILL = KILL.

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# Generalship

GENERAL BRUCE C. CLARKE, USA (RETIRED)

The most brilliant generalship is not enough if the people at home and the soldiers in the field do not support it. The battlefield of the next war will be under the daily scrutiny of newspaper and television reporters. The Battle of the Bulge, in which we suffered 80,000 casualties in six weeks, was our last major battle to have escaped that scrutiny.

This means that commanders of all echelons will have to pay attention to how their actions will appear on the television news. Public relations officers will take on a new importance to their commanders. The effect of publicity is demonstrated by the following scene from the Battle of the Bulge:

During the most critical day in the defense of St. Vith in December 1944, I visited several infantry companies at the front. One had lost all of its officers and about 100 of its men. The hard-pressed first sergeant was in command, and I tried to think of

something cheerful to say to him. I am sure I needed someone to say something cheerful to me, too. Finally, I said, "Sergeant, I have good news. General Patton's Third Army has turned toward us and is attacking in our direction."

The first sergeant looked at me and smiled. Then he said, "General, if Georgie is coming, we've got it made." I left with renewed confidence in my men and myself.

I've thought about that for more than 35 years. Why did the mention of Patton promote such confidence in a first sergeant whose situation was even more critical than he knew? What did "Georgie" have that other generals lacked to one degree or another? How many other senior generals in Belgium during the Battle of the Bulge could have struck such a spark in the mind of a first sergeant when his name was mentioned on the battlefield? At least part of the explanation is that to that first

sergeant and others like him, Patton had a face — a reputation.

There will be far fewer faceless generals in the next war. Fewer poor actions will be covered up but, at the same time, fewer good actions on the small unit level will be left unnoticed.

Reports of gains, losses, and reversals will be heard daily at home. No longer will a unit have to take heavy losses to obtain a Presidential Unit Citation. Thus, the general who performs important missions with a minimum of casualties will be the "Georgie" of the next war.

This kind of visibility will add a new dimension to generalship. And it is not too early for officers at all levels to plan for it.

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GENERAL BRUCE C. CLARKE, a 1925 graduate of the U.S. Military Academy, retired in 1962. While on active duty, he commanded one company, two battalions, four brigades or combat commands, two divisions, two corps, one army, and an army group — in peace and in two wars.

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