

Fiction and Fact From
Dunk's Almanac

*Old-Fashioned Observations
For The Modern
Military Leader*



Gene Duncan
U. S. Marine Corps
(Retired)

Published by
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Foreword

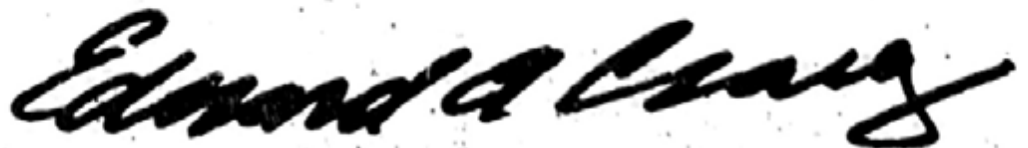
I was about to eat lunch when the postman brought my copy of *Dunk's Almanac*. I read it from cover to cover and never finished my lunch until later.

It's a wonderful little book. It is books like this one which raise morale and serve to renew some of the military traditions of the Marine Corps, many of which are sometimes forgotten.

Dunk's Almanac should be standard issue to every Marine. We study volumes on leadership, but this covers it in a few words. I hope it will circulate among our Marines for a few hundred years into the future. It will help them all.

If I had read Dunk's Almanac when I first came into the Marine Corps, I would have been a better Marine.

Read it carefully, and you will find gold.



Edward A. Craig
Lieutenant General
U. S. Marine Corps (Retired)

Dedication

Fondly dedicated to

Major General O. K. Steele, USMC (Ret)
Major Charles Johnson, USMC
Major Steve Moline, USMC
Lieutenant Gabriel Calvetti, USMC
Lieutenant Ben T. "Ty" Edwards, USMC
Lieutenant Joe "Li'l Joe" Hennigan, USMC
Master Sergeant Larry Francese, USMC
Staff Sergeant Donald E. Cozine, Jr., USMC
Former Staff Sergeant Patrick E. Huge, USMC
Former Sergeant John E. Rusth, USMC
Sergeant Kevin Hunter, USMC
and to the memory of the late
Lieutenant General Edward Craig, USMC
and
Sergeant Major L. D. "Crow" Crawford, USMC

of

One Heart
One Blood
One Soul

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Introduction

In the late summer of 1970 I returned from my second and final tour in the Republic of Viet Nam.

I had orders to report to Marine Corps Base, Camp Pendleton, California. Base organizations are, of course, non-Fleet Marine Force, and I had trouble conjuring up what fulfilling assignment awaited me, as there are few such billets available in non-FMF organizations.

Upon checking in I was informed that I would be the base drug-abuse education officer, working under the direction of a Navy chaplain, Otto Schneider, Commander, USN. The idea of being a "chaplains' assistant" (which in fact I was to become) did not really set me afire with enthusiasm.

Chaplain Schneider supervised a two-headed monster called the Personal Response Interaction and Drug Education section for the Base G-3, using the acronym PRIDE. The title was cumbersome and confusing, but it *did* fit the acronym quite nicely.

My job was to be drug abuse education. The other side of the house — the personal response interaction — was involved in what was later to be officially replaced by something called, "human relations."

The years 1970 and 1971 were prior to the Defense Department directed involvement in a shambles which was forced down the throat of the Marine Corps in a futile effort to have us all love one another regardless of race, religion or national origin — especially race.

I informed the chaplain that I wanted nothing to do with that side of the house.

Later, however, I attended one of the chaplain's three-day seminars and I saw a great deal of *potential* value in what he was trying to put across.

I got involved, and soon was allowed to conduct my own seminars.

That one year was one of the most gratifying and fulfilling of my Marine Corps life.

In 1970 the Marine Corps was torn by problems of racial unrest and drug abuse, both being ineptly handled at all levels. This ineptness, cloaked in a thin veneer of sophistication and seemingly educated terminology, merely created confusion in the minds of most Marines. Leaders — from corporal to general — were not sure where they stood nor of what authority they really had. The word "leadership" became an archaic term to be shunned and avoided in the minds and works of our "thinkers and planners" who substituted the term "management" therefor.

In the Spring of 1971 I was holding a three-day "love school" for a group of about twenty staff NCOs at the Marine Corps Air Station at El Toro, California. A bit of insight caused me to chuck most of the curriculum and get down to the business at hand of understanding what makes the average Marine (white, black, red and yellow) tick, and to disparage any bumbling attempts at trying to give dignified concern for his ethnic background.

That insight simply caused me to suddenly come to believe that a kid who joins the Marine Corps steps into a new "ethnic" culture — the Marine Corps. His particular ethnic background should have no bearing on his present and future performance as a Marine. Therefore, his background is unimportant.

What became important in my mind was his ability, his willingness, his motivation to *be* a Marine of *no* distinctive color, creed or national origin.

We took it from there.

We succeeded.

That particular seminar was the first in a series of rewarding experiences. We got back to believing that the word "leadership" had a place in the Marine Corps.

This book is a collection of sayings I have uttered in my time as a Marine, many of them seeing the light of day after that seminar which was to become a milestone in my life. The sayings reflect my philosophy of military leadership and portray what I think is needed to *keep* the Marine Corps a unique and successful fighting organization, more necessary now than ever before to our beloved yet morally-tattered country.

I humbly offer this book to the young Marine Corps leader as grist for the mill in his energetic and noble attempts to learn more of leadership.

Read through it. Digest the sayings. Pick and choose what will fit *you*. I am not so naive as to believe that my offerings are the answers to all problems, so I encourage you to be eclectic. I further ask that prior to discarding any particular bit of advice contained herein, that you consider whether or not it has *any* value which you can use. If so, try it on for a while and see if it settles into your growing philosophy of leadership.

There are a great number of "collections of quotations" which one can read and use. Most, however, are foreign by their very profundity. I have made a conscious effort (assisted perhaps by measured stupidity)

to stay clear of the profound in favor of simplicity which makes the grasping and accepting of a concept so much easier.

To those of you who actively strive to improve your leadership ability, I cheer you on! It is evident that once recognizing your personal need (a never-ending need in all leaders) for such improvement, you have opened the door to the infinity of honing leadership skills.

Go, Marine!

You will succeed.

Gene Duncan
West Palm Beach, Florida
11 April 1982

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(Retired)

LEADERSHIP

§ § §

Leadership is not a science; it is an art. And it is truly too bad we are not all Leonardo da Vinci.

§ § §

Our civilian society is a society of the *individual*. Our military must be one of the *whole*.

§ § §

Nobody ever said being a leader is easy. You won't be popular at first. You won't be liked initially. But if you do what you are supposed to do, you'll have a band of tigers who would *die* for you

§ § §

Positive thinking is a virtue as long as it is properly counter-balanced by the necessary degree of negative thinking. After all, most "positive thinking" in today's military is the mere underscoring of the babblings of some idiot on high.

§ § §

Marines will do anything you tell them as long as they know you love them.

§ § §

When the complex, sophisticated plans are not producing, try something simple; it will generally work.

§ § §

Being on a grassroots level gives one a damned fine view upward. You can see the undersides of everything above you.

§ § §

It takes a positive and a negative to complete an electrical circuit. The same rule is often good in leadership.

§ § §

Marines should be kept continually busy with Marine-type tasks. When idle, their minds drift outside the Corps, often toward dangerous shoals.

§ § §

§ § §

You think you pretty well know the values you hold, but then something happens to show you what you truly believe.

§ § §

The best way to teach bravery is through example.

§ § §

Those addlebrains in Washington dream up enough ways to demean the troops without you young officers thinking up new ones.

§ § §

Most history is the severely warped, heavily tainted wreckage of what was once truth.

§ § §

We are allowing too many amateurs to devise their own lame-brained ideas of how to lead men. We've got the Leadership Traits and the Principles of Leadership, and we should stick to and build on those basics with some pretty firm guidelines and more narrow parameters.

§ § §

Backing your subordinates isn't always easy, but do it — as long as they are right, and sometimes even when they are wrong.

§ § §

All this tact, diplomacy and courtesy has made liars of us all.

§ § §

The Marine Corps reputation with the civilian business world has tarnished somewhat. We need to take the steps necessary to bolster that reputation.

§ § §

If we ever expand the accepted leadership traits, I highly recommend we add audacity and humility.

§ § §

A weakness in man which dictates many of his actions is the fact that man is not a logical creature, but an emotional one — *he wants to be liked.*

§ § §

The kind of individuality which the Marine Corps should foster, encourage, teach and admire is the initiative one should show in matters daily which make him grow, which gets the job done, which wins the battles.

§ § §

Prejudice is an inner negative *feeling* one harbors toward another because of that person's membership in a "group" different from one's own. Discrimination is an outward manifestation of that inner negative feeling. Work to control discrimination. There isn't much you can do about prejudice as defined.

§ § §

If you learn nothing else in this life,
learn that nothing is black nor white.
Everything is varying shades of gray.

§ § §

Don't pay too much heed to the admonition "Judge not, lest ye be judged."
It doesn't have much place in the military.

§ § §

If I had to rank the Leadership Traits,
I'd have to place *Integrity* at the top.

§ § §

Every good leader should get in bed with Logic, while remembering that the human being is an emotional creature; not a logical one.

§ § §

In view of the necessary conservatism of the American military as a sub-culture of our liberal society, we should severely restrict news media on the base. The military is alien to our American society. Anything alien is treated with hostility.

§ § §

A lot of young recruits are coming from the vastly growing welfare-mentality families of the nation. You are going to have a tough time explaining values to them, much less instilling them.

§ § §

Individuality and team effort can best be exemplified by a sports' team where each individual uses his individuality, his initiative and his skills toward the winning of the game.

§ § §

When you have been found in error and corrected, all that is necessary is an acknowledgement. Make no effort to apologize then or later, as such is viewed by your superior as somewhat patronizing. He is interested only in that you do not repeat the error.

§ § §

Visit your troops who are hospitalized. In their eyes there is no better show of compassion.

§ § §

Commanding officers should get out of their offices and out with the men. That's why you have an executive officer.

§ § §

Don't allow your executive officer to become a second CO.

§ § §

When you take command, spend some time looking and analyzing. Then announce your policies. Most importantly, get out into the sunshine and make sure your policies are being vigorously pursued by every Marine in your unit.

§ § §

Any good leader is willing to live with the results of his actions.

§ § §

The battalion commander is required to write a letter of condolence to the next-of-kin of a combat death. If the company commander and, more importantly the platoon commander, don't do likewise, they are much too insensitive.

§ § §

I would not willingly follow into combat any commander who has a special interest in the "ethnic groups" in his command.

§ § §

When you inventory the personal effects of one of your KIAs, do it carefully. Read each letter. Listen to each tape. Discard those things which would be a source of embarrassment to the loved ones of the fallen Marine. This inventory should be conducted by officers and respected Staff NCOs.

§ § §

When you recommend a Marine for promotion — I don't give a damn if he is a computer mechanic — ask yourself the simple question: Would I want this Marine with me in combat? If the answer is no, then don't recommend him. If you can't answer, you don't know your men very well.

§ § §

If you grant special favors to one of your buddies, you're not fit to wear the stripes you have.

§ § §

The term "common sense" has fallen into disrepute, and it is small wonder when one witnesses some of the nonsense of today. But good policy is no more than good common sense.

§

§

§

[Patronizing is a nice word for apple-polishing] When you think you are getting places by your patronizing actions, you may score some temporary gains, but for each foot you advance with that technique, you lose a mile in the eyes of your comrades and in the eyes of those leaders who are Lions.

§ § §

Encourage active participation in religious activities. But don't try to be a chaplain.

§ § §

Don't be so quick to put the alcoholic label on someone. In case you are wrong, you have done irreparable harm.

§ § §

Beware the Marine who cannot look you in the eye.

§ § §

There are few forms of immorality lower than that of a leader who places blame on others for the results of his own mistakes.

§ § §

If you are going to continually look over that Marine's shoulder, you may as well do his job. Do you know how?

§ § §

The women's liberation nonsense will pass. Don't subscribe to the fiction that a woman can do anything a man can do.

§ § §

A Marine who gives two, three or four years of good and honorable service is usually given an envelope filled with separation papers and told to hit the road. There is no harm, and a lot of good will, in the CO calling the Marine in, shaking his hand and saying something like, "On behalf of the Commandant of the Marine Corps I wish to thank you for your service."

§ § §

Any company commander who does not wish each one of his troops a personal "Merry Christmas" is an uncaring son of a bitch. At Christmas, we're all kids again.

§ § §

There are damned few unreasonable restrictions which can't be overcome with a little thought and planning.

§ § §

An overdisplay of ostentatious military courtesy is grounds for suspicion.

§ § §

The art of handling the apple polisher is not to let him know you recognize him as such, and then treat him like anyone else. When he sees his apple-polishing isn't getting him any where, he may evolve into a good Marine.

§ § §

Military funerals are for the honored dead. Do not conduct one for some bum who died dishonorably.

§ § §

Adversity does not have to be total. It can be made to work for you.

§ § §

Don't allow the recently re-born fanatic to use his twisted interpretation of religion to shirk his military duties.

§ § §

If you have one Marine without a field jacket and you are wearing one, you aren't much of a leader.

§ § §

If you are to practice justice in your dealing with your troops, you must have a firm handle on the difference between subjectivity and objectivity.

§ § §

A few words of praise and encouragement can work wonders on the downhearted.

§ § §

Train yourself to make sound decisions when you are ill. Physical ailments tend to color your thought processes.

§ § §

Never empathize nor sympathize with self-pity. You'll be pouring fuel to an unwanted fire.

§ § §

Because of the awesome position in which the younger trooper sees you, it is mighty easy to unintentionally cause that youngster to compromise his personal values. Be extremely careful in this regard.

§ § §

A unit party about every two months is a fine morale booster.

§ § §

An excess of any given privilege soon causes it to become a "right" in the mind of the trooper.

§ § §

Procrastination is a cardinal sin in a leader.

§ § §

The most effective recreational activity is the Field Meet where you have competition in things military — and lots of beer.

§ § §

When assigning proficiency marks, there is a tendency to grade the Marine based solely upon the job performance in his MOS. Don't make that mistake! Grade him upon his *total* performance as a Marine.

§ . § . §

Periodic visits to troops' quarters, recreational areas, mess halls and the like will tell the troops that you are truly concerned with their welfare — especially if you make such visits on your own time and not as a duty to be performed.

§ . § . §

A leader needs to observe his men at reveille. Note the ones who instantly are conscious and functional as opposed to those who enter consciousness in slow stages.

§ § §

Indecisiveness and initiative don't mix.

§ § §

You're remiss if you don't teach your young warriors the art of initiative. Maybe they are a little bashful and need to be led. Besides, they don't want to appear to be too ambitious in the eyes of their buddies.

§ § §

Enthusiasm is contagious. So are excitement and panic. Beware!

§ § §

A calm, deliberate, self-confident bearing is also enthusiasm. Most people picture enthusiasm as a pulse rate of 175.

§ § §

The best proof of bearing is being seen in a shower room by a total stranger who calls you "sir."

§ § §

False enthusiasm is nothing more than excitement.

§ § §

If you dress, talk and act like a real Marine on duty and then go on liberty and dress, talk and act like some hippie scum, your military bearing is a sham.

§ § §

Don't be a phony intellectual by exercising your vast vocabulary on your troops. You may look upon it as casting pearls before the swine, but the troops see you for the egotist you are.

§ . . . § . . . §

When you're dead tired, try forcing yourself to do mental exercises such as math problems, logic questions, crossword puzzles, etc. This will help build your mental endurance.

§ . . . § . . . §

A good leader must be capable of going from sleep to full consciousness instantly. Build that habit by waking up to full alertness. Then get out of bed!

§ § §

The best rule for tact is the Golden Rule.

§ § §

There is always a way of dealing with high-level stupidity. You only have to find it.

§ § §

In the field with C-Rations or hot chow, officers and NCOs should be the last served. If, as the commander, you don't get chow — tough. Better you left out than one of your men.

§ § §

Good judgment comes with experience. The experience comes from your practicing judgment and from observing the judgement and the results of judgment from others.

§ § §

In your self-improvement efforts, strive for perfection, knowing you'll never make it. But you'll damn surely hit high if you aim high.

§ § §

Initially troops give you their loyalty and respect, but it is a loan. You have to then earn it.

§ § §

An atmosphere has been created in our society in which the common, ordinary household coward can cloak his cowardice in "noble causes." Don't fall for that. You can probe the depths of the noble coward's convictions with a toothpick.

§ § §

Don't take the explanation of orders to your troops to extremes. You tell them what is to be done, how it is to be done and why it is to be done. Further questioning of the "why" should not be tolerated.

§ § §

The Marine Corps Troop Information Program has been misused. The Marines have no need to know half the nonsense imparted to them by that program, but they need to know the constantly changing picture in Marine Corps equipment, policies, organizations and other subjects vital to their growth as Marines.

§ § §

Sarcasm is often effective on the phony, but never use it on the noble warrior.

§ § §

When you tell a kid to do a job which may very well cost his life, he goes without hesitation, you have done your work well.

§ § §

In your concern for your men, don't forget the mission at hand. The mission must come first. Without that philosophy the military would be just another civilian crowd.

§ § §

Certain civilians are entitled to a hand salute, such as the President, the Secretary of Defense, etc. So is a lovely lady.

§ § §

There still remains the phony "salt" who will test an officer by neglecting the salute when required and omitting the "sir." Don't tolerate it. Nip it in the bud in no uncertain terms.

§ § §

When thwarted in your plans, use your head and devise methods by which you can sell your idea. But first, re-evaluated it to see if it is worth selling. Just because it was *your idea* doesn't make it without flaw.

§ § §

Do not return a sloppy salute. Rather, correct the salute on the spot, and once properly rendered, return it. You will have imparted a lesson of worth.

§ § §

A liar and a thief are the lowest forms of human life. Generally they are one in the same.

§ § §

Never trust someone else's mathematics in computing scores for promotion. It's much too vital to leave unchecked.

§ § §

In building the teamwork spirit remember that you are part of that team. Your presence is essential.

§ § §

Push your unit and extend the limits of its capabilities, but once you have established those limits don't expect your Marines to perform beyond them.

§ § §

Genuine empathy reaps untold rewards.

§ § §

A mistake we made in the early days of Human Relations training was assuming that every babbling idiot was spouting forth new and profound gospel.

§ § §

Everything one perceives through his five senses, and every emotion he feels, are focused on the background of his collective experiences throughout life. Now, if we all have the same exact experiences in life, we all see things and we all feel about things the same way.

§ § §

Few things impress the trooper more favorably than demonstrated knowledge by his leaders of the details of the Marine's particular job.

§ § §

Humility is an asset to a leader, but never let it be mistaken for timidity.

§ § §

In the military, the best form of initiative is that which springs from individuality working within the system and under the strict guidelines which have assured a tight, a conservative, a capable military; one which wins wars.

§ § §

One thing worse than lack of confidence in their weapons is lack of confidence in their leaders.

§ § §

To ensure success, you somehow must find a way to have your men *willingly* do the hard tasks you impose upon them. The best method is to do those tasks *with* them.

§ § §

Nothing boosts morale like a sense of accomplishment.

§ § §

If your orders have to be questioned,
you have not given hem very well.

§ § §

If you are told that fear is the best
means of controlling and leading
troops, you are hearing a fool.

§ § §

The words "management" and "man-
ager" should be removed from the
Marine Corps vocabulary.

§ § §

It is extremely unfortunate that the Marine Corps places so little emphasis on the leaders' responsibility for the continued moral growth of their young men. Maybe it is due to a dearth of example.

§ § §

The best means of quelling rumors is by keeping your men informed as to what the hell is going on.

§ § §

Try to learn from the mistakes of others. You'll learn a lot.

§ § §

You can get more accomplished in a club at the bar than you can ever do in an office across a desktop.

§ § §

I'm not interested in your sea stories. Show me some results!

§ § §

Chaplains are important to the spiritual well-being of the men. But watch them carefully or they will attempt to teach leadership to the experts.

§ § §

Innovation in word as well as deed is the mark of a truly professional Marine leader.

§ § §

Be flexible in your assignment of priorities. Events often change the picture of what is truly important.

§ § §

Utilize all of your Marines in all of your jobs. Cross-train them. That way you'll have a well-rounded unit — and no specialists.

§ § §

There is no doubt in my mind that a man's conscious acts, thoughts and emotions are largely controlled by his sub-conscious.

§ § §

Every human being holds prejudices against other groups. Until such time as he can admit that fact to himself, he will not be able to deal with the prejudice.

§ § §

When a new Marine reports to a unit — be he a colonel or a private — if he is not made immediately to feel welcome and that he is an integral part of that unit, someone has made a gross error in leadership.

§ § §

If you are going to treat your troops like horse dung, be consistent and do it all the time. Don't suddenly start treating them like noble warriors when you want something — like a victory.

§ § §

If you build up the self-confidence of an intelligent Marine, give him a job and the tools with which to do that job and leave him to his own devices, but not neglect general supervision, you will be amazed at the results.

§ § §

When you demand the impossible, don't be surprised at what you get.

§ § §

A man of vision and decisiveness recognizes opportunity when it appears. He must seize upon it quickly, for it won't stick around long.

§ § §

You may be a master of tactical knowledge, but if you don't put that knowledge into action, especially on the battlefield, you are of little credit to your profession of arms.

§ § §

The most equitable way of issuing C-rations is to open the case upsidedown. That way the troops can't see what they take out of the case and everyone has an equal chance for the choicer items.

§ § §

Why is it that the efficient, the knowledgeable, the determined and the competent have such good luck?

§ § §

The best test of a leader is his ability to handle responsibility under extreme pressure; not his ability to write a report.

§ § §

Luck is not in the supply system. You have to manufacture your own.

§ § §

If we had to forfeit one of the fourteen Leadership Traits, I think it should be *Tact*.

§ § §

A good promotion board, in addition to asking questions requiring objective, factual answers, will also ask questions requiring subjective responses which give an indication of how that Marine thinks on his feet.

§ § §

Any promotion board which does not interview each Marine for at least thirty minutes, cannot possibly be very effective in selecting the best Marines for promotion.

§

§

§

In selecting Marines for promotion, remember that the troops are watching you. They know who the bums are. Do you?

§

§

§

There have been too many cases where the "Meritorious Promotion" has been used to promote one who could not make it under the normal conditions. When you do this, you belie the term "meritorious," and the troops see it.

§ § §

Since the Marine Corps has seen fit to do away with promotion examinations, the unit promotion board should be well-schooled, properly conducted, and effective in determining a man's qualifications in his MOS and in his ability as a Marine leader. Anything less is dereliction of duty.

§ § §

Have someone watch the Marines who wait to appear before the promotion board. Any Marine who volunteers information as to the proceedings of the board, or any Marine who makes inquiries of those who have been in, should immediately be removed from consideration for promotion. They lack the trait of *Integrity*.

§ § §

Most clerks develop the prima donna complex. Keep them aware of the fact that they are there to serve; not dictate.

§ § §

If you think the medical personnel at the Dependents' Clinic are lacking in "bedside manner," go here and watch all the sniffles, scratches, bellyaches and the like which would never be brought to a doctor's attention if being paid for.

§ § §

Make periodic checks of the sick list to find out who your malingering hypochondriacs are. The old term used to be "sickbay commando." They are in need of some counselling.

§ § §

Watch the self-serving statements. You can pretty safely assume that most of them are lies.

§ § §

A lot of Marines from the "old school" disdain telling their troops the "why" of an order by saying they have no right to know why. That's hogwash! If that youngster is going to willingly go die by your order, he damned surely has a right to know why. Get into the habit with the little things.

§ § §

If you're not careful, you'll find yourself spending ninety percent of your time with five percent of your troops. Don't neglect the good guys for the bad.

§ § §

Any leader who claims there is but little to do during the working/training day is critically short on imagination, innovation and initiative.

§ § §

A lie, in addition to being an utter falsehood, is also an incomplete truth or a shaded truth.

§ § §

A Marine who lies fails the test of integrity and should not be allowed to lead noble men.

§ § §

"He's a mean son of a bitch, but he's fair" — A good assessment of the trait of *justice*.

§ § §

A lot of frostbite in a properly equipped unit is a sign of lousy discipline.

§ § §

In Korea they started giving med-evacs and Purple Hearts for frostbite. The incidents of frostbite soared.

§ § §

You're going to have a very hard time being honest with others if you can't be honest with yourself.

§ § §

The next best words to a precisely correct answer are, "I don't know, but I'll find out." Don't try to dazzle others with rhetoric as a cover for temporary ignorance.

§ § §

Don't judge a man on the number of mistakes he makes. Judge him on repeats of the same mistake.

§ § §

I much prefer any decision made on time to the well-thought out and correct decision made after it is too late.

§ § §

Don't use the excuse, "I didn't have time." If you slept last night, you damned surely had time.

§ § §

It's acceptable to change a decision if there is time. But once the fat's in the fire, *go!* Live with your doubts about your decision. If you habitually make sound decisions, chances are this was a good one.

§ § §

Build yourself a reputation for dependability. The best means of doing that is to always do what you are expected to do.

§ § §

In garrison, devise means of repeatedly testing the dependability of your men, particularly your NCOs and young officers. Later, when it really counts, you'll know upon whom to call.

§ § §

There is too much tact and too little moral courage in today's military.

§ § §

The best protection against panic under fire is activity. Keep yourself and your men busy.

2 2 2

How can you tell if your troops are thirsty?

§ § §

Take your troops out on a hot day and run out of water. Let them get extremely thirsty. Then suddenly receive a resupply of water. Watch the reaction, and you'll get an idea of the discipline of your individual trooper and particularly of your subordinate leaders.

§ § §

The military effort in dealing with drug abuse has been cosmetic at best. We need to tighten the reins, identify the drug user and get rid of him. We are not a rehabilitative agency for scum.

§ § §

Alcohol is a drug — an addictive drug — just as is heroin. The difference is that it is legal. But this legality doesn't make it any less dangerous to those who would abuse its use.

§ § §

Do everything you can to discourage marriage of your younger troops. They are not ready psychologically nor financially to take on the responsibilities of marriage. The inherent troubles which come with young marriage will occupy a large part of his physical time and all of his mental time to resolve.

§ § §

To attribute qualities (positive or negative) to a man based upon his membership in a national, racial; religious or other group is the classic example of prejudice. Guard against it or someone will be hurt.

§ § §

The military should be exempted from adhering to federal court rulings. Those idiot judges have put the military in a hell of a shape.

§ § §

Don't build your social life around a bottle. Build it around camaraderie, and let the bottle be on the periphery.

§ § §

The validity of Sun Tzu's advice, "Look upon your soldiers as your own beloved sons, and they will stand by you even unto death," has been proven countless times. I **recommend** that philosophy to you.