

**MILITARY MANPOWER;
PSYCHOLOGY AS APPLIED TO
THE TRAINING OF MEN AND THE
INCREASE OF THEIR
EFFECTIVENESS**

Published @ 2017 Trieste Publishing Pty Ltd

ISBN 9780649011131

Military manpower; psychology as applied to the training of men and the increase of their effectiveness by Lincoln C. Andrews & Robert M. Danford

Except for use in any review, the reproduction or utilisation of this work in whole or in part in any form by any electronic, mechanical or other means, now known or hereafter invented, including xerography, photocopying and recording, or in any information storage or retrieval system, is forbidden without the permission of the publisher, Trieste Publishing Pty Ltd, PO Box 1576 Collingwood, Victoria 3066 Australia.

All rights reserved.

Edited by Trieste Publishing Pty Ltd.
Cover @ 2017

This book is sold subject to the condition that it shall not, by way of trade or otherwise, be lent, re-sold, hired out, or otherwise circulated without the publisher's prior consent in any form or binding or cover other than that in which it is published and without a similar condition including this condition being imposed on the subsequent purchaser.

www.triestepublishing.com

LINCOLN C. ANDREWS & ROBERT M. DANFORD

**MILITARY MANPOWER;
PSYCHOLOGY AS APPLIED TO
THE TRAINING OF MEN AND THE
INCREASE OF THEIR
EFFECTIVENESS**

Military Manpower

PSYCHOLOGY AS APPLIED TO THE TRAINING OF
MEN AND THE INCREASE OF THEIR EFFECTIVENESS

BY
LINCOLN C. ANDREWS

LT. COL. CAVALRY, RETIRED

WITH A FOREWORD BY
ROBERT M. DANFORD

MAJOR, FIELD ARTILLERY
COMMANDANT OF CADETS, UNITED STATES MILITARY ACADEMY



NEW YORK
E. P. DUTTON & COMPANY
681 FIFTH AVENUE

UNIV. OF
CALIFORNIA

COPYRIGHT, 1920,
By E. P. DUTTON & COMPANY

All Rights Reserved

L1102
A6

Printed in the United States of America

TO THE
ANGELAS

PREFACE

At the request of the Commandant I have prepared this book for use at the United States Military Academy, and designed it for use in informal discussions rather than in recitations. We believe that excellence in the art of handling men is a prime requirement for army officers; and that it can be had only from an intimate personal understanding of the principles involved, not from blindly following rules. A good leader of men is one whose impulses are right; and these impulses come from a genuine acceptance of principles, from one's own beliefs, feelings, and experiences.

We believe this capacity may be best reached through personal thought and experience brought out by informal discussion. Blank pages have been inserted to give instructors and students opportunity to make any notes which may be of peculiar personal value.

The late war has again proved that machines and cold science cannot win alone. They may test man's endurance almost to the limit, but in the end superior manpower wins. It is the fiber of our manpower that counts. And this fiber is the peculiar care of the psychological part of soldiering—of leadership. It is generally accepted that "a knowledge of human nature is half the art of war,"—that the psychologic elements are

vital considerations for an army leader. Yet these elements have not heretofore been made a matter of required study for the military student, and the young officer has had to learn them only through long and often bitter experience.

The life of an army officer, by common repute, is narrow and narrowing. In reality it should be as broad as human nature. In no other profession does the human equation play a more important part. Army discipline, also by common repute, is narrowing, opposed to the modern idea of individualism, and altogether a relic of the Dark Ages. In reality the discipline demanded by the requirements of modern war is quite the opposite of this reputed old time subserviency. It calls for the highest development of the individual soldier, and comes only with his increased manliness. It is our ambition to bring to the young officers of the Service an appreciation of the broad field before them, and an ability to engage in its activities with a fair comprehension of its psychologic requirements and opportunities.

We therefore treat on broad lines the psychologic aspects of the military profession. They fall naturally into three parts: first, an analysis and explanation of the various psychologic elements, with conclusions as to their requirements; second, a consideration of the principles which enable the student to make himself a good leader; and last a consideration of those elements in training which enable the leader to make his men good soldiers.

Lincoln C. Andrews.

CONTENTS

CHAPTER I

ANALYSIS AND EXPLANATION OF PSYCHOLOGIC ELEMENTS

	PAR.	PAGE
THE ESTIMATE	1	1
THE MILITARY MACHINE	8	4
ORGANIZATION	9	5
SUBORDINATION	11	7
TEAMWORK	15	9
COMMAND	18	11
DISCIPLINE	20	13
MORALE	31	21
LEADERSHIP	37	26
<i>Using Human Tools</i>	42	29
<i>Right to Self-respect</i>	46	31
<i>Citizens of Democracy</i>	47	32
<i>Personal Character</i>	50	34
<i>Instincts and Habits</i>	51	35
<i>Instinct of Leadership</i>	54	37
<i>Personality</i>	58	39

CHAPTER II

THE PRINCIPLES OF LEADERSHIP

THE OBJECT OF LEADERSHIP	62	42
PERSONAL QUALITIES	63	43
QUALIFYING FOR LEADERSHIP	66	45
SELF-CONTROL	71	47
THE MILITARY CHARACTER	73	49

	PAR.	PAGE
PERSONAL APPEARANCE	76	52
<i>As to Dignity</i>	76	52
<i>As to Example</i>	77	53
<i>Ability to Lead</i>	78	54
<i>Knowledge of Details</i>	79	55
POPULARITY	80	55
JUSTICE AND FAIRNESS	82	57
LOYALTY AND INITIATIVE	83	58
DEVELOPMENT OF MEN'S POWERS	84	59
SELF-RESPECT	85	60
<i>In the Leader</i>	86	61
<i>In the Men</i>	87	62
COURAGE AND FORCE OF CHARACTER	88	62
CONTROL BY POWER OF EXAMPLE	89	63
PERSONAL PRIDE	90	65
PRIDE IN ORGANIZATION	91	66
DECISION	92	67
THINKING	93	68
A REPRESENTATIVE OF AUTHORITY	94	69
SYMPTOMS AND RESULTS OF POOR LEADERSHIP	95	69
PRESTIGE AND SUGGESTIONS	97	71
ASKING MEN'S OPINIONS	98	72
THE HEAD OF THE FAMILY	99	73
THE GROUP SPIRIT	100	74
<i>This Spirit Requires Efficiency</i>	101	75
<i>Where Leadership Really Shows</i>	102	76
ASSURING CONFIDENCE AND JUSTICE	103	77
CREATING AND MAINTAINING DISCIPLINE	104	78
<i>Discipline from Rewards</i>	105	79
<i>Influence of Good and Poor Men</i>	106	79
<i>Leader a Maker of Men</i>	107	81
DISCIPLINE BY PUNISHMENT	108	82
<i>Investigation of Offense</i>	110	83
<i>Actual Punishment Unnecessary</i>	111	84
<i>The Leader's Responsibility</i>	112	85
<i>Prompt Action Necessary</i>	113	85

CONTENTS

	PAGE	ix PAGE
CARE OF MEN	114	86
GIVING ORDERS	116	88
<i>How to Give an Order</i>	117	89
<i>How Not to Give Orders</i>	118	89
<i>The Why of an Order</i>	120	90
<i>Necessity for Following up Instructions</i>	122	91
<i>Willful Disobedience</i>	124	92
<i>Orders Rarely Necessary</i>	125	94
THE TONE OF VOICE	126	94
SUPERVISION	127	95
CHOOSING MEN FOR TASKS	128	97
CHEERFULNESS	129	98
GROWLING PERMISSIBLE	130	99
LOYALTY BY EXAMPLE	131	100
<i>When to Question Orders</i>	132	100
RECEIVING INSTRUCTIONS	133	101
TALKING TO MEN	134	101
<i>Demanding Attention of All</i>	135	102
<i>Talking to Individuals</i>	136	103
<i>Example Better than Talk</i>	137	104
<i>Proper Subjects for Talk</i>	138	104
TALKS BY THE COMMANDER	139	105
MUTUAL ACQUAINTANCE AMONG SUBORDINATES	140	107
RELATIONSHIP BETWEEN LEADER AND MEN	141	107
RECEPTION OF NEW MEN	143	109
DEPENDING ON A MAN	144	111
TAKE TIME TO HEAR MEN	145	112
PROMOTION	146	113
KNOWING THE PURPOSE	148	114
JOY OF DOING WORK WELL	149	115
JOY IN ACCOMPLISHMENT	151	116
REPETITION	152	117
COMPETITION	153	118
TEAM COMPETITION	154	118
SURPLUS SPIRIT	155	119