

## Source Notes

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### PART I—THE LEADER, LEADERSHIP, AND THE HUMAN DIMENSION

#### Chapter 1—The Army Leadership Framework

- 1-1 Douglas MacArthur: *A Soldier Speaks: Public Papers and Speeches of General of the Army Douglas MacArthur*, ed. Vorin E. Whan Jr. (New York: Frederick A. Praeger, Publishers, 1965), 354, 356.
- 1-1 J. Lawton Collins: in *The Infantry School Quarterly* (April 1953): 30.
- 1-2 Edward C. Meyer: in *The Chiefs of Staff, United States Army: On Leadership and the Profession of Arms* (Pentagon, Washington, D.C.: The Information Management Support Center, 24 March 1997), 10 (hereafter referred to as *Chiefs of Staff*).
- 1-2 1-3, "The Creed of the Noncommissioned Officer": *TC 22-6, The Army Noncommissioned Officer Guide*, (23 November 1990), inside front cover (hereafter cited as *TC 22-6*).
- 1-8 **COL Chamberlain at Gettysburg**: John J. Pullen, *The Twentieth Maine* (1957; reprint, Dayton, Ohio: Press of Morningside Bookshop, 1980), 114-125 (hereafter cited as Pullen); "The Alabamians drove the Maine men...": Geoffrey C. Ward, *The Civil War: An Illustrated History* (New York: Knopf, 1990), 220 (hereafter cited as Ward).
- 1-10 Douglas E. Murray: in *ARMY Magazine* 39, no. 12 (December 1989): 39.
- 1-13 "More than anything else...": *TRADOC Pam 525-100-2, Leadership and Command on the Battlefield: Battalion and Company* (Fort Monroe, Va., 10 June 1993), 43 (hereafter cited as *TRADOC Pam 525-100-2*).
- 1-14 George C. Marshall: in *Selected Speeches and Statements of General of the Army George C. Marshall*, ed. H.A. DeWeerd (Washington, D.C.: *The Infantry Journal*, 1945), 176.
- 1-16 **Small Unit Leaders' Initiative in Normandy**: Stephen Ambrose, *D-Day June 6, 1944: The Climactic Battle of World War II* (New York: Simon & Schuster, 1994), 235-36 (hereafter cited as Ambrose, *D-Day*); "This certainly wasn't the way...": Sam Gibbons memoir (New Orleans: Eisenhower Center, University of New Orleans (hereafter cited as Eisenhower Center)).
- 1-17 1-69, "When I became Chief of Staff...": Edward C. Meyer, "A Return to Basics," *Military Review* 60, no. 4 (July 1980): 4.
- 1-18 George Bush: in *Quotes for the Military Writer/Speaker* (Department of the Army: Chief of Public Affairs, 1989), 6 (hereafter cited as *Military Quotes 1989*).

#### Chapter 2—The Leader and Leadership: What a Leader Must Be, Know, and Do

- 2-1 *Oath of Enlistment: AR 601-280* (29 Sep 1995), 72; 10 USC 502.
- 2-1 *Oath of Office: DA Form 71*, December 1988; Standard Form 61, June 1986; 5 USC 3331. The oath administered to DA civilians omits the words "having been appointed a [rank] in the United States Army."
- 2-2 Julius W. Gates, "The Thunder of a Mighty Fighting Force," *ARMY Magazine* 38, no. 10 (October 1988): 41.
- 2-3 S. L. A. Marshall, *Men Against Fire: The Problem of Battle Command in Future War* (Peter Smith: Gloucester, Mass., 1978), 200 (hereafter cited as S. L. A. Marshall).
- 2-4 John A. Wickham Jr.: *Collected Works of the Thirtieth Chief of Staff, United States Army* (Washington, D.C.: Department of the Army, 1988), 191 (hereafter cited as Wickham).
- 2-4 **Duty in Korea: Highlights in the History of the Army Nurse Corps** (Washington, D.C.: US Army Center for Military History, 1996), 23.
- 2-5 John M. Schofield: in *Manual for Noncommissioned Officers and Privates of Infantry of the Army of the United States* (West Point, N.Y.: US Military Academy Library Special Collections, 1917), 12.
- 2-6 Omar N. Bradley: in *Military Review* 28, no. 2 (May 1948): 62.
- 2-6 **GA Marshall Continues to Serve**: David McCullough, *Truman* (New York: Simon & Schuster, 1992), 475, 532-35.

