

**THE NINTH ANNUAL HUGH J. CLAUSEN LECTURE ON  
LEADERSHIP<sup>1</sup>**

MAJOR GENERAL (RET.) WILLIAM K. SUTER<sup>2</sup>

Good morning. That was good enough! Thank you for the introduction, it was too much, Cal. But I enjoyed every minute of it and I know my wife did, too. I deeply appreciate the opportunity to return to the home of

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1. This is an edited transcript of a lecture delivered by Major General (Retired) William K. Suter to the members of the staff and faculty, their distinguished guests, and officers attending the 51st Judge Advocate Officer Graduate Course at The Judge Advocate General's Legal Center and School, U.S. Army, Charlottesville, Virginia, on 11 April 2003. The Clausen Lecture is named in honor of Major General Hugh J. Clausen, who served as The Judge Advocate General, U.S. Army, from 1981 to 1985 and served over thirty years in the U.S. Army before retiring in 1985. His distinguished military career included assignments as the Executive Officer of The Judge Advocate General; Staff Judge Advocate, III Corps and Fort Hood; Commander, U.S. Army Legal Services Agency and Chief Judge, U.S. Army Court of Military Review; The Assistant Judge Advocate General; and finally, The Judge Advocate General. On his retirement from active duty, General Clausen served for a number of years as the Vice President for Administration and Secretary to the Board of Visitors at Clemson University.

2. Clerk of the Supreme Court of the United States. Born in Portsmouth, Ohio, General Suter grew up in Millersburg, Kentucky, where he attended Millersburg Military Institute for twelve years. He received his B.A. degree from Trinity University in San Antonio, Texas, in 1959. He attended Trinity on a basketball scholarship. He received his law degree from Tulane Law School in 1962. He attended Tulane on an academic scholarship. He was on the Tulane Law Review Board of Editors and was elected to the Order of the Coif.

General Suter was commissioned through the Reserve Officer Training Corps (ROTC) program at Trinity. He entered active duty in the Army Judge Advocate General's Corps following graduation from law school. His first assignment after completing the Armor Officer Orientation Course and the JAG School Basic Course was at Fort Richardson, Alaska.

He thereafter served in numerous assignments, including Staff Judge Advocate, U.S. Army Support Thailand; Deputy Staff Judge Advocate, U.S. Army Vietnam; Staff Judge Advocate, 101st Airborne Division and Fort Campbell; Chief, Personnel, Plans, and Training Office, Office of The Judge Advocate General; Commandant, The Judge Advocate General's School; Chief Judge, U.S. Army Court of Military Review; and the Assistant Judge Advocate General.

He is a graduate of the Judge Advocate General's Graduate Course, the Army Command and General Staff College, and the Industrial College of the Armed Forces. His military awards include the Distinguished Service Medal, Bronze Star, and Parachutist Badge.

He was appointed the nineteenth Clerk of the Supreme Court of the United States on 1 February 1991, the same day he retired from the Army. He is a frequent lecturer at law schools and bar associations. He is married to Jeanie Suter, a teacher. They have two sons and four grandchildren.

the Army JAG Corps; and it really is wonderful, and you have to get to be my age before you realize how wonderful it is to see so many friends from years gone by. I appreciate the special efforts of the Judge Advocate General, the Assistant Judge Advocate General, and all the others, even driving as far away as Louisville, Kentucky, to come here. You honor me by your presence. All of you do. And I see some family members of graduates here, too; I thank all of you for attending. Graduates, you really didn't have a choice but I do thank you for being here, too.

This school really is the crown jewel of the military legal community. I was fortunate enough to spend eight years here including my time as a faculty member, the Commandant, and in the classroom. I enjoyed it here immensely. Now the Commandant is still in charge in here. It says, "The Judge Advocate General's School" with an apostrophe. It belongs to you, Tom, but the Commandant is in charge and he told me I'm supposed to speak for a while, say something important if I can, and then we'll stop and we'll go into questions, if you have any. And I hope you do have some, in fact, start thinking of some questions right now because I won't let you go until you ask some.

It's really fitting that this chair is named for Major General (MG) Hugh Clausen. Hugh was a superb officer, lawyer, and leader. I had the pleasure of serving as his subordinate on several occasions and I learned a great deal from him. His hallmarks are honesty and integrity, and he is a gifted leader. Good leaders take care of their troops. A noncommissioned officer told me when I was a lieutenant that troops only need three things. It's the three "M's"—Meals, Mail, and Money. I soon learned that they need much more than that. All troops, regardless of their age and grade and experience, need leadership.

I recall an example of Hugh Clausen's leadership when I was Commandant of the JAG School. He was The Judge Advocate General. A former faculty member was on a short tour in Korea. While he was gone, his wife became gravely ill and the officer had to come home on emergency leave. General Clausen was visiting the school that day and he asked to meet alone with this officer in my office. So we made the arrangements. The officer went in with General Clausen and after a while, the officer came out alone and he was crying softly. I walked with him to a private location and I said, "Are you okay?" I didn't know what had happened to him. He said General Clausen told me the Corps will take care of my family; he said I could go anywhere I want at any time; he asked what we can do for you and your family, and it will be done. He was greatly

moved, and he was good to his word. The officer was reassigned to this school, and the JAG family took care of this officer and his family until she passed away. Now that was a sad period for all of us, but I saw the JAG family at its best. That's when we can be our best, and I've got to tell you, that you and Betty Clausen set the example. And you still do.

Leadership is a wonderful subject. It's discussed and debated, volumes are written about it, but no one can define it with clarity. It's a bit like Justice Potter Stewart's inability to define a coherent test for obscenity. He said simply, "I know it when I see it." But leadership is a lot like that. My first encounter with leadership, of course, was with my parents. They were natural leaders. I attended a military school in Kentucky for twelve years. And I witnessed leadership there, too. Later at Trinity University in San Antonio, Texas, I had wonderful leaders. My basketball coach was fantastic. I really didn't have much talent despite what Cal just said. But he gave me a scholarship and I appreciated it. What is important is that he demanded that his players study and make good grades. He taught us to be upright and gracious as winners and as losers. I will boast just a little bit here and let you know – in case you haven't heard – that in my senior year, little Trinity beat the mighty University of Texas Longhorns in basketball. I don't think that will ever happen again.

My history professor, who was also my academic advisor, led me through many challenges and he was the sole reason I was able to get a scholarship and go to law school. When I was a senior, Dr. Everett demanded that I enroll in the typing class. You call it keyboarding today, but he saw me typing, and he said, "Bill, you're taking typing!" Well I was humiliated sitting in a classroom with fifty giggling freshmen and me a senior, a BMOC [Big Man On Campus], I thought. But I took typing and learned how to type and was forever grateful. Once again, he knew what I needed.

Although lawyers and law professors are not noted for exhibiting much in the way of leadership, all of that's going to change with the Commandant and the Deputy Commandant entering that field. I did have some fine leaders at Tulane Law School. My first year, we were required to stand when we spoke in the classroom. All first year students were required to take contracts. It met at 8:00 in the morning, six days a week. I think most people would quit law school today if you had to do that. One professor conducted small tutorial groups to ensure that we were comprehending the law. The professors were always available to talk with us and provide guidance. My student colleagues on the Law Review were great

leaders because they taught me to write, and re-write, and re-write, and re-write, until it was ready to publish. It's my impression that many law schools no longer stress this type of teacher-student relationship.

A few years ago, I was invited to speak to a law student group at the University of Chicago Law School. The group called itself "Lawyers as Leaders." The founder of the group was a student who was a Navy veteran. As an officer in the Navy, she saved every other paycheck. I don't know anyone who's ever done that. For four years she saved enough money to go to law school. She graduated with honors, had no debts, and later clerked on the Fifth Circuit Court of Appeals. I was amazed that about one hundred and fifty students at that prestigious law school showed up for my presentation. They'd never heard of me before but what they were starved for—they wanted to hear about leadership because they saw no leadership in the law school environment.

This lecture is not about me. It's about leadership. But let me tell you some stories about some experiences I had in the Army where leadership made a real impression on me. Ventures like this usually result in my forgetting to mention someone who is a very talented leader. I regret any omissions I might make.

My first tour as a JAG officer was at Fort Richardson, Alaska. I had great officer bosses and I learned about the value of good warrant officers, noncommissioned officers, and civilian employees. Those that were not my leaders, nevertheless, taught me much about leadership. The warrant officer taught me how to manage my time and my cases, the sergeant major taught me about administration and staffing. For the first six months, I thought I actually worked for the sergeant major. The civilian court reporter constantly helped me with trial advocacy advice. She was terrific and I listened to her. I learned early on that the noncommissioned officers, warrant officers, and civilian employees are truly the backbone of the Army.

I also learned that to be a good JAG officer, you had to be "of the Army" and not just "in the Army." And there's a big difference. Visiting commanders and troops in their unit areas to conduct business rather than in my office was a good technique in that regard. Let me give you an example where I saw real leadership a few years later, up close. As a fairly new major, I was the Staff Judge Advocate in Thailand. The Vietnam War was in progress. My boss was a new Brigadier General named "Jack" Vessey.<sup>3</sup> He was an enlisted soldier in World War II and received a battlefield

commission. He went on, by the way, to become the [Chairman of the] Joint Chiefs of Staff. You were only four years old when that happened.

One of our Army trucks loaded with valuable Air Force avionics had been hijacked in a rural area. The Thai police apprehended the suspects and recovered the truck and the parts. The local police told me the parts were needed as evidence at trial and they would not release them to me. I suggested substituting a photograph. Nothing doing. Negotiations started and stalled. The parts were urgently needed by the Air Force. General Vessey told me, "Do everything possible to get those parts back, Judge." I finally wised-up and paid a claim to the local police for our negligence.

Do you get it? It was a shakedown and I was the shakee. I retrieved the parts and later told General Vessey that I had paid a false claim and was a felon. He leaned back in his chair and chewed on his cigar and he said, "Judge, if some pointed-headed so-and-so starts investigating this, you just tell them Jack Vessey approved everything." He backed me up. He wasn't going to let me get in trouble for doing what was necessary.

Loyalty runs both ways, my friends. We needed the parts, we needed them for the war effort. There was only one way to get them back and I knew right then and there that I did the right thing, and I also knew that Jack Vessey was my leader. And by the way, his troops all knew that he was a leader, also.

At staff meetings, General Vessey would listen to a proposal and then he would look up and say, "What will rear-rank Rudy think about this?" He never forgot his origins as an enlisted soldier. He was also a good storyteller. He was from Minnesota and liked to tell jokes about the Scandinavians and Vikings that live up there. When he was Chairman of the Joint Chiefs of Staff, the Secretary of Defense told him that he was not politically correct and he would have to stop telling those ethnic jokes. At his next appearance, General Vessey revealed this chastisement by the Secretary. Then he said, "Let me tell you a story about two Hittites. Oley and Sven . . . ."

I saw leadership in Vietnam. It was an unpopular war but hundreds of thousands of fine soldiers served and fought there. They never got the respect they deserved. America sent them to fight and then, to a great

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3. General John W. Vessey, Jr., USA, Chairman of the Joint Chiefs of Staff, June 1982 through September 1985.

extent, abandoned them. We should never do that again. Those who oppose that war had a right to do so but some were amoral and lawless in burning down ROTC buildings, and burning laboratories, and visiting North Vietnam to give comfort to our enemies. It is worth remembering that in 1963, Congress approved the Gulf of Tonkin Resolution, which was tantamount to a declaration of war with only two dissenting votes; and thereafter, annually provided appropriations to fight the war. That resolution was finally rescinded in 1975 and those are facts.

Now leadership can be exhibited in many ways. One is commitment to mission. We had a captain in our office when I served in Vietnam named Jimmy Wilson. Of course, everybody had a nickname and he was “Jimmy Pooh” from Alabama. He was preparing to prosecute an attempted murder case when he became quite ill. It was an important case; it was a hand grenade fragging case. A cowardly soldier had seriously injured his company commander. Jimmy developed an esophagus problem and was throwing up into a bag all day long. The doctors ordered him to be MEDEVACed [medically evacuated] to the States. Jimmy refused. He vowed to finish this case because it was his duty. He was not a career officer. We couldn’t make him change his mind. He lost weight and sustained himself on milkshakes. He got a conviction and he got a good sentence. He was then ready to go home. We gave him his bronze star and he flew back to the States for medical treatment. I’ve got to tell you, his courage and commitment inspired all of us in that office.

Great leaders have vision. They don’t simply plan for tomorrow, they look over the horizon. When I returned from Vietnam in 1972, I was assigned as the Plans Officer in the Office of the Judge Advocate General. I was a DLJO. I see some stares coming from the Basic Course. A DLJO is “Dirty Little Jobs Officer.” Major General George Prugh was the TJAG and Colonel (COL) Hugh Clausen was his executive. General Prugh was a man of vision. He decided that we should have a law student summer intern program. The program was designed to promote awareness of how the military’s legal system operates and to recruit good lawyers with an emphasis on appealing to minorities and women. The program worked, and I believe it continues in existence to this day.

The young officer who was detailed to design the program, obtain funding for it, and get it started was Captain Ken Gray. Later, MG Ken Gray. Now there’s a lesson here, young folks. Do those dirty, little, nasty

jobs well when you are a junior officer, and you stand a good chance of becoming a senior officer.

The late MG Larry Williams, a former boss of Hugh Clausen, me and a lot of others on these front two rows down here, used to say that the secret to success in the Army is to “saw the wood in front of you.” When I was Commandant, I related this to a Basic Class one day. A short time later, they all were wearing T-shirts that said, “I came, I sawed, I conquered.” That was a nice take-off on Julius Caesar’s words, “Vine, Vidi, Vici.”

Later, as Assistant Chief of Personnel Plans and Training in the Pentagon, I recall an example of good leadership. It was exhibited by none other than Hugh Clausen. I was a major and he was a colonel and Staff Judge Advocate of III Corps at Fort Hood. We had a JAG captain in Korea who had problems with just about everything. He climaxed his list of shenanigans by streaking through the Officers’ Club without wearing his uniform. To be more exact, he wasn’t wearing anything! The Commander-in-Chief in Korea sent a message to the Judge Advocate General in strong words saying, “Get this guy out of here!” Well, the Judge Advocate General decided this fellow should go to Fort Hood. And it was my duty, a major, to call COL Clausen and tell him he’s getting this fellow. I took a deep breath and made the call.

Friends, there’s no way to package something like this as good news. I told COL Clausen everything. Many SJAs would have protested. I had one SJA one time have his Commanding General call me, a major, and complain about the assignment of some officer there. Let me tell you what Hugh Clausen said. He said, “Thanks for the heads up Bill. I’ll be happy to take him. Please give everyone my warm regards.” My friends, that was a class act. The miscreant officer subsequently reported to Fort Hood and left the Army a short time later. He never knew what hit him! Hugh, good work, buddy.

A few years later, I was the Staff Judge Advocate at the 101st [Airborne Division] at Fort Campbell, and JAG personnel branch called me and told me they were dropping a problem child on me. I handled it just like Hugh Clausen. I said, “I’ll welcome the officer, send him on down.” He got there and we had a heart to heart. I helped him find a civilian job

in the private sector. He turned out to be a very effective and popular law school professor. That figures.

I was fortunate to attend the Command and General Staff College as a new lieutenant colonel. It was there, for the first time, that I had the opportunity to take some courses about leadership. I'm not sure you can teach leadership but I think you can learn about it by studying, observation, and practice. I also took courses on management and participated in a lot of debates in the differences between leadership and management.

My assignment as the SJA at the 101st at Fort Campbell was a great highlight in my career. Shortly after arriving there, I learned that there was going to be a division load-out. That means putting all of your equipment on flat cars, rail cars. This was in preparation of an exercise that would take our division and our equipment to Germany for maneuvers. The SJA had two jeeps and a trailer that had to be loaded. I asked our Chief Legal NCO whose name was "Big Pete" about the load-out and he said, "Everything's under control, sir." Well, I got the schedule and saw that our turn to load out was at 0300 hours. I arose early on the appointed day and went to the railhead to check on the operation. It started raining, it was dark, and it was cold. Of course, I forgot my raincoat. I finally found the right flat car and saw that our equipment was already loaded and tied down. I was standing there in the dark, wet and cold, and wondering what to do next. I heard a voice say, "Colonel, under here, sir." I looked under the rail car and there was Big Pete and two of our soldiers. Of course, it was dry under the rail car. I then joined them. Big Pete handed me a cup of hot coffee and he said, "Breakfast is coming up."

Back in those days we had C-rations. The soldiers left and Big Pete looked me in the eye and he said, "Sir, this is NCO business." And what he meant was that although I was the boss, I was really meddling in his business and it was unnecessary for me to check on him in this situation. And that was a form of leadership where an officer learned a valuable lesson from a noncommissioned officer. My message to you is get good subordinates, train them, give them authority, and get out of the way.

Not long after this, we were in the field at Fort Campbell preparing for the overseas exercise. We JAGs had to learn to erect tent and live in the woods. If you want to see something funny, watch a bunch of JAGs try to erect a tent. It isn't pretty. One evening, one of our soldiers, I'll call him Private First Class (PFC) Cowoski, entered the tent with something wrapped up in a tarpaulin. I said, "What is that?" He said, "Sir, it's a stove



that we're going to take to Germany and I'll make hot coffee every morning." I had a bad feeling about that nice, new, stainless steel stove wrapped in the tarpaulin. So I drove my jeep into the cantonment the next morning and found Big Pete and I told him what I'd seen. I asked him a few days later and he said, "It's all taken care of, sir." Then I prevailed upon him to tell me what happened. Well, Pete had called around and found out that the division support command was missing a new stove. He grabbed our mischievous private by the neck and made him return the stove with an apology. The regulation said that I should have reported this larceny to the military police. Right? But why? The object was to return the stove. The soldier had liberated it, in his view, for his JAG comrades. Did I really need a military police report and an Article 15 to do justice? No. Big Pete took care of this soldier. PFC Cowoski later participated in the exercise, received an Army Commendation Medal that I pinned on him, served his enlistment, got a discharge, and went back to Wisconsin. I think I did the right thing.

Now I'm sure some pointed-headed IG could have found fault with what I did. But you know what, sometimes you just have to do what's right. Choose those times carefully. The 101<sup>st</sup> Airborne Division commander, at that time, was Major General John Wickam, who subsequently became the Chief of Staff of the Army. He was tough, but he was fair. He maintained high standards, and set the example. He had proved himself in combat and as a staff officer.

I recall late one afternoon when I was in General Wickam's office discussing several matters and he came across a piece of paper. It was a recommendation from one of the brigade commanders and it had the appearance of being a little bit soft. It was an administrative matter, not a military justice matter, so don't think about unlawful command influence here. He said to me, "I think this is soft." I said, "Well I think under the circumstances, the colonel's recommendation is OK." He said, "Get him up here." So I asked the general's aide to call the colonel and get him up there. I started to leave the office. I'm just a lieutenant colonel. I'm getting a two-star ready to talk to a colonel. I'm a lieutenant colonel and it's time to leave, and the general said, "Sit down," so I sat down.

The colonel appeared shortly thereafter, knocked on the door, entered and saluted. The general asked him about the somewhat lenient recommendation. The colonel replied that he had considered the matter carefully and stood by his recommendation. The general chewed him out unmercifully. He said, "You're soft, you're losing control of your brigade." The

colonel respectfully stood his ground and adhered to his recommendation. I was really slinking down in my chair by this time. This was not fun at all. Finally, the General said, "You're excused." The colonel saluted and left. The door closed, the General looked at me, smiled and said, "Don't worry judge, I'm just teaching him how to be a general."

The colonel went on to become the Chairman of the Joint Chief of Staff and he is now our Secretary of State. The colonel passed that little test, didn't he? What if he had changed his mind and sucked up to the general? I don't know, no one can give you that answer, and I've never asked the Secretary of State that question. The next time I see him, I will, because he remembered that day for years.

As a student of the Industrial College of the Armed Forces, I had the privilege of being in some seminars on leadership. We had great speakers—the late General Maxwell Taylor and Secretary of State Henry Kissinger. There's a little story about Henry Kissinger I ought to tell you. He once received a position paper from a subordinate at the State Department that he sent back with a note saying, "Is this the best you can do?" The subordinate revised it and returned it to the Secretary. Kissinger put the same note on it and sent it back. The subordinate revised the paper again and added a note saying, "This is the best I can do." Kissinger thanked him and told him it was an excellent paper. Now that was leadership.

As a boss, demand the most from your subordinates. As a subordinate, do your best, be honest, and stand up for what you do.

Now, that's enough of my little stories about my short and non-illustrious career. I could go on, but I won't, but they are little stories to think about. Let me talk about leadership on a larger scale. The old question is, "Are leaders born or made?" Well, I don't know and I don't care. Think of some great leaders; Washington, Napoleon, Lincoln, and Churchill, both presidents Roosevelt, Generals Pershing, Bradley, McArthur, Eisenhower. Golda Meier, Margaret Thatcher, Martin Luther King. I should add Chief Justice John Marshall. He exercised leadership with his brilliance, strategy, and his superb scholarship.

My favorite lawyer-leader and hero is the late Justice Louis Powell. He did not lead an organization or serve as an elected official. He did serve in World War II even though he was exempt from military service. He was an intelligence officer in North Africa and later worked in the Office of Strategic Services (OSS), the OSS in England. You might have read that

the OSS broke the German's secret code called the Ultra Secret, and this was a major break for the allies in ending World War II. Louis Powell later served as president of the school board in Richmond, Virginia, and led it to the successful, peaceful desegregation of schools there. He later served as President of the American Bar Association and twice he was asked to come and be a member of the Supreme Court. Both times he said, "No, I want to stay in Richmond and practice law." Finally, a group went to see him and said, "Louis, your country needs you on the Supreme Court." The third time was the charm, and he accepted and served, somewhat reluctantly, on the Supreme Court of the United States with great extinction. John Jeffries, the dean of the law school next door, was a law clerk to him and has written a wonderful biography of Louis Powell. I highly recommend it to you. Justice Powell's great hallmark was unselfishness. He always put his country first and himself second. Listen to what he said in a letter to his son:

The really important thing is to be somebody and do something worth while in this one life each of us is given by God. This doesn't mean making the headlines or making the most money. Many who succeed in both of these are quite contemptible. It does mean using your ability in some profession or calling in a way that contributes something to your generation. It also means being a man of honor, character, patriotism, civic consciousness and some leadership of your fellow citizens.

Great leaders seem to all have the same qualities. They have intelligence, courage, loyalty, patriotism, character, humility, desire, decisiveness, patience, integrity, intuition, a sense of justice, a sense of humor, and selflessness. The last one, to me, is the most important.

General Dwight Eisenhower and General Colin Powell were both sought out by both political parties to be presidential candidates. Eisenhower, of course, won twice in a landslide, and most political polls say that Colin Powell could have done the same thing if he wanted to by either party. What do they have in common? They had character, quality, proven leadership abilities, and great smiles.

Now don't confuse leadership with popularity. It's easy to be popular. Leadership is much more difficult and complex. Remember that great leaders were first great followers. In addition, be careful not to confuse

character with reputation. Character is what you are; reputation is what others think you are. Both are important, but character is paramount.

There are many styles of leadership. A few days before the invasion of Sicily in World War II, General George Patton had all of his Seventh Army generals together for a briefing. He let his staff brief the details, and he then gave an emotional and moving address on the theme of the quality of the American soldier. He talked about the bravery of the soldiers, and told the generals that if anything went wrong, the General's were to blame. He then ended with this, he said, "Now we're going to break up and I never want to see you blankety-blanks again unless it's on the shores of Sicily." His language was slightly more colorful than what I've told you here. I compare that with General Omar Bradley. He was a quiet man of few words. He briefed his generals on the tactical details prior to the World War II D-Day landing, and at the end he looked up and said, "Good luck."

Why did General Patton's Third Army fight so well? They were inexperienced and unschooled in war. They were not volunteers, yet they fought with a morale and spirit that made them one of the most successful armies in the world. One officer said, "Patton had the ability to deliver that indefinable something which makes you want to go out and give your all for him, to do just a little bit more." Patton was an excellent speaker, but he constantly used profanity. That wouldn't work today. He was flashy. He wore a form fitting jacket, he had oversized stars on his helmet, shoulders, collars, and pearl-handled pistols. A real showboat. He wore riding britches, cavalry boots with spurs, and carried a riding crop in his hand. He rode around in an open jeep on the battlefield with a loud siren blaring. He was brave. In World War I he was wounded several times and constantly walked into cities where there was sniper fire and delayed bomb fuses. He could put on a mean face when he needed it. He trained his troops hard but he took care of his troops. He took responsibility for his actions and mistakes, he was decisive and result-oriented.

One cold rainy afternoon, Patton came up on a group of soldiers repairing one of our tanks that had been hit by enemy fire. He stopped and crawled under the tank. The men were startled to see a four-star general on his belly in the mud. He stayed twenty-five minutes. When he returned to his jeep his staff said, "What was wrong with the tank?" He said, "I have

no idea. But I'm sure that the word will spread throughout the division that I was on my belly helping repair that tank."

I met a police lieutenant in Chicago a number of years ago and he told me that he had been a 19-year-old rifleman in Patton's Third Army. Those old timers don't say Third Army; they say "Patton's" Third Army. He said to me in an excited voice, "I once saw Patton himself. We had just come out of a firefight. Patton rode by in his jeep with his siren wailing." I said, "What happened?" He said, "We all stood and cheered." I didn't ask the poor man why, he probably didn't know, but he knew his leader and he respected him and he'd follow him anywhere.

Patton is remembered for slapping a soldier. He suspected the soldier was faking an illness to avoid combat. An enterprising reporter made headlines with this story and, of course, Patton apologized and was reprimanded by General Eisenhower to please the press and the politicians. Should Patton have been relieved of his command as some people wanted? Should the reporter have run the story at all? My answer to these two questions is to pose a question to you. Were we there to win a war or follow Emily Post's Rules of Etiquette?

General George C. Marshall was the Army Chief of Staff during World War II. After the war he served as Secretary of State and Secretary of Defense. He promoted the Marshall Plan to rebuild Europe. When asked what his most exciting moment in life was, he said, "Being promoted to First Lieutenant." He had been a second lieutenant for five years after graduating from Virginia Military Institute. Fourteen years later, he was still a first lieutenant. There is hope.

General Dwight Eisenhower became President of Columbia University after retiring from the Army. In 1947, he bought his first automobile. He paid for it in cash and he told his wife, "I just spent our entire savings after thirty-seven years in the Army." He and other great leaders in the Army are not there for the money and neither are you.

Let me just give you a silent quiz: just think these things through as I go through. Name three Heismann Trophy winners; name three Nobel Prize winners; name three Academy Award Winners. Name the last three Super Bowl winners. I bet you don't have a very good score, do you? The point is, we don't remember headlines very well. The winners of these

events are achievers but the applause dies quickly and awards tarnish. Achievements are forgotten because they are not that important.

Now take this little silent quiz. Name three teachers who helped you, name three friends who helped you through a difficult time, name three people who taught you something worthwhile, name three people you enjoy spending time with. I bet you did better on that second quiz than that first quiz. The lesson here is that the people who make a difference in your life are not the ones with the most credentials, the most money, the most rank, or the most awards. They are the ones that care and they are your leaders.

So how do you acquire these leadership skills? Yogi Berra had some good advice in this regard when he said, "You can observe a lot by just watching." Let me add some other nuggets that you might want to remember. Never miss the golden opportunity to keep your mouth shut. The art of listening is one that is difficult to master. I recommend it.

Remember that you are officer-lawyers, set and maintain high standards. Integrity is the key word. No one can teach you two things that are very important: good judgment and experience. You learn about good judgment by being observant and experience comes with making a few mistakes. I encourage you to read, especially legal history and biographies. Be positive, anybody can gripe all the time. Don't take yourself too seriously, enjoy life. And lastly, be selfless; give of yourself to your country and to those less fortunate.

The best officer-lawyers that I've every known share the same great qualities but selflessness is the most important. While we are here today in this lovely setting, our armed forces are fighting a just war in a strange and hostile environment. I join all of you in a prayer for victory and for a safe return of our colleagues.

I thank you for your kind attention. I thank the Judge Advocate General and the Assistant Judge Advocate General for their presence. I thank all my friends for coming; it's great to see all of you. Lastly, I thank Hugh Clausen and Betty Clausen for their great leadership, their friendship, and their dedicated service to our nation. How about some questions? No questions? Thank you very much!