

enemy whilst guarding against being surprised oneself. By the use of surprise, results out of all proportion to the effort expended can be obtained, and in some operations when other factors are unfavourable, surprise may be essential to success.

Surprise can be achieved strategically, tactically, or by exploiting new weapons or material.

The elements of surprise are - secrecy, concealment, deception, originality, audacity and rapidity.

We, in Canada, have no desire to surprise with an ulterior motive, any nation. We do not, on the other hand, wish to be surprised ourselves either at home or abroad by some act or political movement which is detrimental to our well-being as a nation. To guard against this, we must keep forever alert so that we may not be caught napping.

As you are well aware, in many countries abroad subversive action has been carried on under cover and to such an extent that when disclosed it was already too late to do much about it.

We do not want that to happen here. Therefore, we must guard against being surprised.

To achieve success in war, it is essential to concentrate superior force, moral and material, to that of the enemy at the decisive time and place.

This is known as the principle of "Concentration of Force".

Concentration does not necessarily imply a massing of forces, but rather having them so disposed as to be able to unite them rapidly to deliver a decisive blow when and where required or to counter the enemy's threat.

If we look on the enemy in peacetime as any or all of the problems which require solution for the advancement of our people and the betterment of our country, this principle simply means that we should select first things first and concentrate our efforts in that direction - rather than disperse our energy by riding off in all directions at once.

For example, in your case as individuals, I would say that while you are within these walls, your primary objective is to obtain your degree and to that end you will no doubt require to concentrate your forces against that well known enemy, the final examinations.

In larger fields we see many good examples of this principle. Take, for instance, the Community Chests throughout Canada. Here we see many charitable organizations which were previously working independently and appealing for funds at various times and for various purposes, now concentrated against the enemy, Poverty.

And in a wider field still, we find the United Nations knit together with the aim and with the hope that by concentration of effort they may achieve a lasting peace.

This brings us logically to the principle of Economy of Effort.