

Discipline in the past has probably mostly been obtained by fear of punishment. Nowadays, owing to improvements in education, discipline can be obtained and maintained much more readily by the personal character of those in authority than by the exercise of punishment.

It is essential that those in authority should be possessed of imagination and sense of humour, more particularly the more senior officers, and they must always be ready to set an example by never sparing themselves for the good of the service.

Power of command is usually learnt by experience, but it is recommended that junior officers should be instructed in this all-important matter more than is the case at present.

There must be a good reason for every order that is given, and the reason should be explained to the men where this is possible. Good seed can frequently be sown in this direction by explanation to petty officers and others; it soon gets round.

Petty officers, leading rates, and others must be taught to lead and direct others and to combine firmness with tact.

Parades and many other forms of close-order discipline must never be neglected.