

which I may say that every smallest bit of fighting is bigger than Waterloo—Waterloo—did I say?—bigger than Gettysburg."

"Well, but surely in Kitchener we have the strong man?"

"This is the most tragical thing of all," replied Sir Herbert. "There was Kitchener—sublimated and glorified. He emerged at the moment, but he has proved a dismal failure. He had some ability—but a small ability, mark you, as an organizer; but he has been a grievous disappointment."

"The War Office was and is rotten; and he tolerated and kept it on, instead of rooting it out. He called for men instead of conscription. Of course he knew that conscription was opposed to British genius. Yes, ordinarily, you would not have conscription; but this is a supreme crisis, and under conscription the Kaiser could have his millions from the school boy to the old men, all obeying one master mind."

"Well, he asked for volunteers and got them; but what was the use of men when you have not munitions? Now, two days after the war was declared the British saw that it was munitions. It was not so much men or rifles, but high explosives and big guns, which were to count. Why did we not put ourselves on a parity with the enemy? It is true that fighting is not the business of England; but she was at war with a military power, and her business was to meet the enemy on equality. We were told by Mr. Asquith in March last that the matter of munitions would be attended to. Has it been attended to yet? We are getting plenty of men, I know, and splendid fellows they are; but what is the good of sending men to the front when you don't equip them? The men are losing their lives and they have not the right kind of weapons with which to fight. It is pure imbecillity."

Sir Herbert paid a high compliment to the Navy, which was doing well and which had acted heroically when called upon, and if that adventure at the Dardanelles had not turned out as successfully as yet, it was not the fault of the Navy itself, but of others. But it was the direction of the army that was open to criticism.

"Not the army officers; not those in supreme military command, but the want of business methods applied to the furnishing of the army."

"Fighting men are not business men. What is wanted in England is business genius and instinct. Take a single instance. We have the Army Service Corps and the Army Medical Corps—excellent organizations."

"Why did we not, at the fighting lines in France, build light railway lines to transport the materials, and the necessary things instead of using hundreds and thousands of motor trucks at great cost and loss of time? But you know, I suppose, the reason. The British railway terminals are as fixed as the laws of the Medes and the Persians. It has entered into no man's head that they could be extended. If we had built the Canadian Pacific railway in that immobile way, where would we be to-day?"

"They say in England 'Business as usual,'" continued Sir Herbert. "Is that not awful 'Business as usual,' and the Empire, nay, civilization, at stake? There is only one supreme thing, or should be—and that is to win the victory from an implacable foe who makes a

business of war. No man in England large enough or with genius enough has arisen to the height of the situation."

"Many supposed that the coalition government would give strength of direction and initiative?"

"Not at all. Of course, there are good men in the new government, but they are not practical enough. They have not business genius. The only man who approximates to this ideal man required, from the point of view of power of organization, is Mr. Lloyd George. Of course, Mr. Balfour is an able man, but he has not that large practicality which is so urgently required at the moment. Mr. Bonar Law is also a good man; but there is none of them able to master the business feature of war adequately."

"Take another instance of muddle," said Sir Herbert. "Two mere lads from the training schools are put in charge of men—excellent lads, no doubt, but unfit for the duties imposed upon them. And why should this be? Because colonels of regiments want to remain unimpaired units. That is, they desire to retain their officers instead of having these officers employed training the younger men for the position of subsequent command; and thus diffuse proper military knowledge."

Sir Herbert went to the front. He saw a vast surface, scarred beyond belief, and hardly on that surface a single man. The Germans, looking for the British on the surface of the earth, could not discover them, and vice versa.

"Why? Because they were all burrowed in the trenches."

"What will ever get them out?"

Shrapnel not the need.

"High explosives, and we are still making shrapnel, even in Canada, I understand."

"But our fellows are fine—there is no mistake. They are fit for anything. If it were a case of man for man they would soon end this war in our favour. But it is a case of guns and more guns—why, the Germans have I do not know how many thousands of guns—and we have not got them—as yet, at least, that is the belief. What is the use of providing 3,000,000 men, as Kitchener is said to have done, if you have not equipment for them? If I knocked you down with a club, what chance would you have against me?"

Sir Herbert saw in France and Flanders the women and old men saving the harvest, and saving it well; but he did not see any women in the fields in England. In France they realized what the war meant. In England they did not, yet. Life in England generally, and in London, in particular, went on pretty much as usual.

If the truth of the situation was realized, there would be no slackers in England, nor would there be striking miners, who got, by the way, some fifteen shillings a day now, while the fine young fellows at the front were fighting for one shilling and fourpence. Why should men at home be allowed to strike and minimize the efforts of the men at the front? How long would that be tolerated in Germany?"

"That is the trouble," said Sir Herbert. "We want a great business organization in the hands of one strong man, who has not been produced. You know how narrow and insular the average Englishman is when he comes out here. You