

In war a commander rarely has men or material to spare for all he would wish to do. Consequently, he must use for any one task only the requisite force capable of dealing with the situation.

There are many applications of this principle, but one is that we should not squander our natural resources in order to obtain a result that could be equally well attained by better methods and with less waste. This is a principle which applies to most phases of our life and is just as important to success in peace as it is in war.

And then there is Administration, if we can call it a principle.

Good administration in war makes it possible for the commander to have the maximum freedom of action in carrying out his plan and of applying the other principles which I have enumerated.

Bad administration will cripple the best laid plans and the results will be ruinous rather than successful.

I need not stress what an important role good administration, both economic and political, plays in the affairs of the individual, the nation, and indeed the whole world.

We are witnessing today a global order whose administration has been so disrupted by war, that even plans based on the highest humanitarian motives are almost impotent because the administrative machinery for carrying them out is broken down and rusty. Efforts are being made by UNESCO, the Marshall Plan and other measures to restore this machinery so that the world's administration may be restored and the world's troubles thereby alleviated.

The last, but one of our principles, is the "Principle of Flexibility".

Modern war demands a high degree of flexibility to enable pre-arranged plans to be altered to meet changing situations and unexpected developments.

This entails good training, organization, discipline and staff work and, above all, that flexibility of mind which gives rapidity of decision on the part of both the commander and his subordinates, which, in turn, ensures that time is never lost.

It calls also for physical mobility of a high order, both strategically and tactically, so that forces can be concentrated rapidly and economically at the decisive time and place. We must be prepared to alter our plans quickly once it becomes evident that circumstances demand it.

How often do we find in every day life that the course which seemed best, when it was originally set, is no longer the best.

It is then that we must be prepared to alter it to meet new factors, which changing economic conditions at home or abroad have produced. Once the necessity for change becomes evident, it is worse than useless to bemoan what might