

Mind versus Matter: German Inter-war Military Doctrine and its Impact on the Conduct of War

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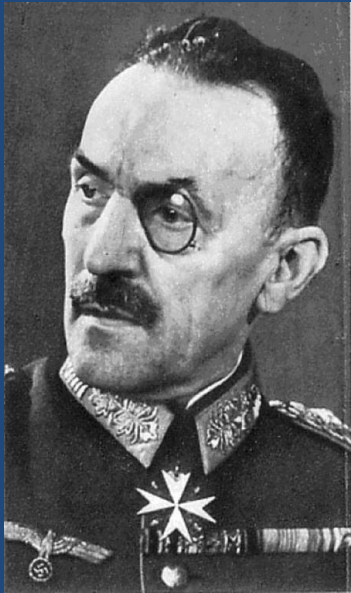
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Truppenführung

(T. 3)

I. Teil

Lt Gen Ludwig Beck



Lt Gen (retd) Otto von Stülpnagel



**Lt Gen Werner Freiherr
von Fritsch**

- Combat situations are of an unlimited variety. They change frequently and suddenly and can seldom be assessed in advance. Incalculable elements often have a decisive influence.

- Lessons in the conduct of war cannot be exhaustively compiled in the form of regulations. The principles enunciated must be applied in accordance with the situation

- An officer is in every sense a teacher and a leader. In addition to his knowledge of men and his sense of justice, he must be distinguished by superior knowledge and experience, by moral excellence, by self-discipline and by high courage

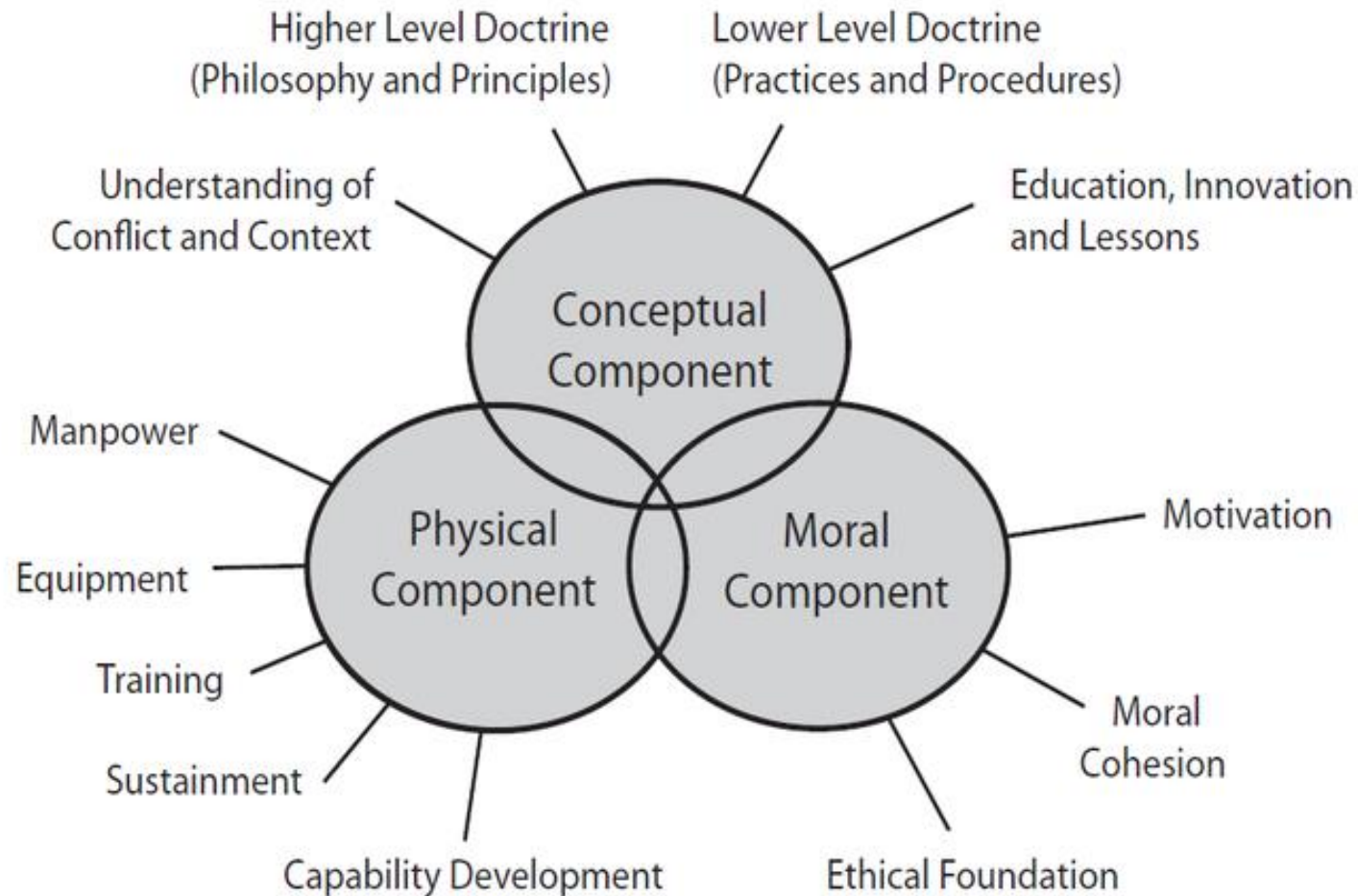


Bundesarchiv, Bild 183-2007-0703-500
Foto: o. Ang., [4. November 1935]

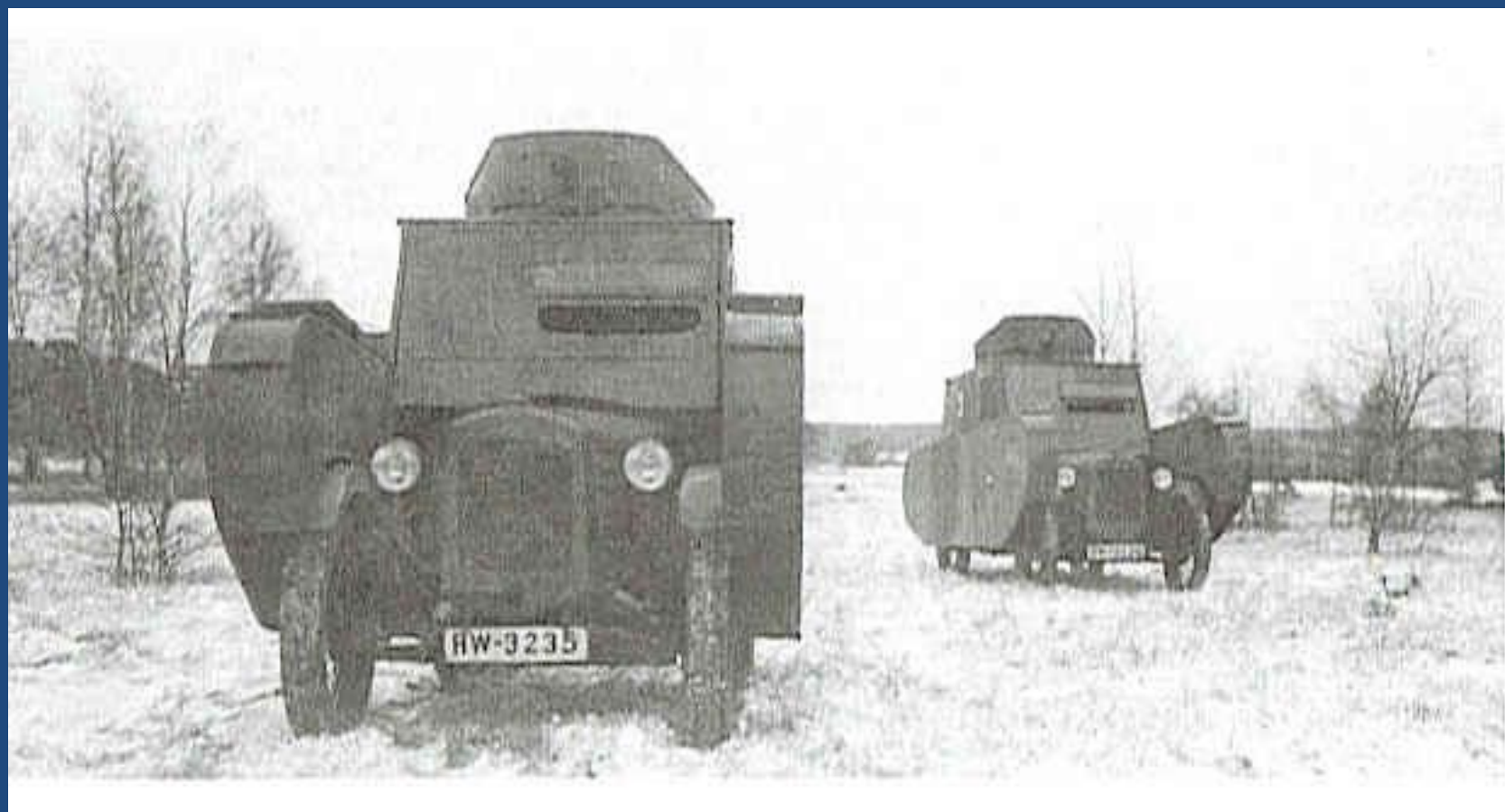


I divide my officers into four groups. There are clever, diligent, stupid, and lazy officers. Usually two characteristics are combined. Some are clever and diligent -- their place is the General Staff. The next lot are stupid and lazy -- they make up 90 percent of every army and are suited to routine duties. Anyone who is both clever and lazy is qualified for the highest leadership duties, because he possesses the intellectual clarity and the composure necessary for difficult decisions. One must beware of anyone who is stupid and diligent -- he must not be entrusted with any responsibility because he will always cause only mischief.

Why does all this matter?











Questions?



Bundesarchiv, Bild 102-10887
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