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# THE APPLICATION OF PSYCHIATRY TO CERTAIN MILITARY PROBLEMS

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By Dr. W. A. White.

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Gentlemen:

I am here today very largely I believe as the result of several talks which I have had with your Surgeon-General respecting the problem that has been recently so keenly in his mind, namely the problem of what he terms temperamental fitness of men in the Naval service for the different duties that have to be performed. I have been asked to give in this lecture such suggestions as I am able to cull from the various sources at my disposal which may throw light upon this problem and which may be of assistance in enabling the Department to better adjust the individual to the specific things that will be demanded of him, more especially in time of war.

This problem is not only a difficult one, but it makes the very greatest demands that can be made upon science, namely it calls upon science to predict, an ability which we believe ideally belongs to it but which we are accustomed to see applied most accurately in that department of mathematics which deals with the motions of the heavenly bodies and less accurately or not at all in the biological sciences. To be able to fortell how a given human being will act under conditions which cannot be reproduced for experimental purposes is a problem which might at first blush, at least, seem practically unsolvable.

In order that one may approach this problem at all intelligently I may be pardoned if I lead up to it with certain preliminaries, which, while they may not bear directly upon the problem itself, at least will serve tho purposes of orientation. Some years ago, shortly after taking charge of the Government Hospital for the Insane, I visited quite a large number of institutions for the care and treatment of the insane in foreign countries and one of the enduring impressions that I brought back with me was that in very many

of the institutions where I went I found either a military man on duty at the institution, perhaps working in the laboratory, or courses of lectures being given at the institution for the special instruction of military surgeons. It did not take very profound thinking to see the applicability of this sort of work and to appreciate that psychiatry had certain special applications to the military service. Consequently, upon my return to this country, fully impressed with the importance of military psychiatry, I took up the question with the medical departments of both the Army and Navy, with the final result that both branches of the military service detailed a medical officer to the Hospital for the purpose of studying the bearings of psychiatry upon military problems.

The general purpose which I had in mind when I pleaded for this recognition of the importance of psychiatry to the military service was to prevent as far as possible the enlistment of defectives. I felt that the military service naturally attracted certain types of mental defectives, which would not be difficult to exclude by a reasonable examination before concluding the enlistment, for then as now I appreciated that the object of an army and a navy is efficient service in time of war and that the defective who might perhaps get along after a fashion in time of peace under the stress of actual war conditions would be pretty sure to go to pieces, and then especially on a battleship would not only be useless, but a source of positive danger, perhaps requiring to some extent the services of other men who might better be engaged in doing something else.

From this rather simplistic conception of the necessity for a military psychiatry the whole matter, as the result of the studies which we have been carrying on at the Hospital for some few years past, has considerably broadened, and we have accumulated quite a mass of valuable data regarding the so-called insane in our military organization and also in the military organizations of foreign countries. In consequence we have found that the rather simple question of the enlist-

ment of defectives merely has opened the door to a series of problems of all sorts of degrees of importance of which the one that I am especially to speak of today is perhaps the most important, -- surely the most difficult.

One of the first things that was found, for example was that defectives could not always be easily determined at the examination that was made at the time of enlistment, and that therefore the three months probationary period which now precedes the completing of the enlistment in the Army was really necessary in some instances to determine the fitness of the applicant. With the accumulation of all enlisted men at a few large depots, their systematic training over a period of three months, and their observation and examination during this period it ought to be practically possible to eliminate all who are grossly defective. The reason why such a probationary service is desirable and why an examination without such a service is sometimes ineffectual bears directly upon the particular problem that we have to consider. Unless the examination is conducted by a highly skilled individual it may be quite impossible to detect defects that come out when the enlisted man is placed under service conditions. The problem that one has really to deal with here is the problem of the ability of the man to meet certain complex conditions effectively. It is the problem of an efficient machine, and the best way to solve the problom of the efficiency of a machine is to see how it does the work for which it is intended, and so actual service conditions under competent observation are far better for determining the value of an enlisted man than laboratory experiments or psychological examinations, unless of course the defect is very gross, in which case these examinations will serve not only to disclose it, but to measure it.

The corollary to this of course is that service conditions should be sufficiently strenuous to eliminate a

large proportion of the unfit, while on the other hand the enlisted man is entitled to sufficient observation during this period of service and elimination so that it may not be necessary for him to develop a mental disease in order to have his condition appreciated. This latter matter comes up very emphatically with relation to a considerable proportion of the court-martial cases. It is our experience at the Hospital, of course naturally with only a small number of the total cases, and with a selected number at that, that the enlisted man who is repeatedly guilty of minor offenses against the military regulations should in every case be subject to mental examination; that as a matter of fact he is entitled to that consideration; for it has been shown over and over again that men with a history of ropeated offences who are subsequently sentenced to prison are men who are not adapted by reason of mental deficiency to the service, who are incapable of adjusting to its demands, and whose offences are merely an expression of this deficiency. It is manifestly, therefore, unfair that such a man should be crowded with punishments, finally imprisoned under sentence, and subsequently found to be mentally unsound and sent to an institution for the insane if the whole situation could, as I believe it could in many instances, have been foreseen, and not only the expense, worry and trouble of all these procedures averted, but greater justice done the man himself.

It is a popular delusion that the ne'er-do-well, the black sheep of the family, will be picked up and made a man of by the discipline of military life. Quite the contrary is usually the case. The ne'er-do-well is a ne'er-do-well because he lacks the ability of continuous effort along any specific line of endeavor; he lacks the power of continuous application; he lacks the habit of industry; and when he is subjected to the rigid discipline of the military organization he of necessity endeavors to slip from under the weight of his responsibilities and duties, and so begins that series of minor infrac-

tions of military regulation which frequently end so disastrously.

Looking at the series of facts which I have thus only briefly suggested, one cannot but be impressed from a new point of view that the game of war is primarily a game for brains and that no matter how important muscle and brawn may be they are only after all means to the utilization of brains and not an end in themselves. While this has always been so, it is more manifestly so today than at any previous time in the history of the world. Battles used to be fought hand to hand, but now they are most elaborately and carefully planned in all their details and preceded by weeks and perhaps months of maneuvering, and of course years of preparation. Manifestly those who break down under peace conditions represent only the very poorest material that is enlisted, and it is to be expected that a considerable additional number will break down under conditions of war.

The greatest number of mental breakdowns come in the first enlistment, which of course means that as the enlisted man becomes better accustomed to service conditions, has shown in the first instance his ability to fit into the situation, he is more apt to be the man who will go along in the organization without further trouble.

As at present constituted, both branches of the military service have various tests along the line, various opportunities for advancement dependent upon study, good record, and again tests in the way of examinations, and at each one of these tests a certain number of men are eliminated, so that as we go up from the lowest in the ranks to the petty officers and warrant officers we have on the way the constant weeding out process. The same thing of course maintains with the commissioned officers, -- the line officers, only they commence at a relatively higher level and enter the service at a time of life, and after having passed requirements, that

eliminate a very considerable number. The man, therefore, who enters upon duty as a commissioned officer is to start with a highly selected individual, as of course he should be. Are there any ways in which we can assist our judgment in the selections which are made as he proceeds from grade to grade in the regular course of promotion?

In the first place I think that we should appreciate that we cannot expect to find assistance in a problem of this sort to come to us from the psychological laboratory. It is a psychological problem, true, but one which the laboratory is not equipped to deal with as we ordinarily understand it, at least. Tests of accuracy of perception and of judgment and promptness of response are all very well so far as they go and I would not for a moment say they were entirely valueless, but the thing that we want to determine if possible is the ability of the individual to meet conditions not as they exist in a psychological laboratory, but as they exist under the stresses of actual war. The object of a military organization is efficiency in time of war and every effort should be strained to gain efficiency to that particular end. Years of preparation may be necessary for a vital issue that is decided in a few minutes, and it is of course necessary that the particular problems that arise under the terrific stress of actual war conditions should be the ones to arrest attention and meet solution. They are the problems to be stressed and not those that arise under conditions of peace. Now it is absolutely impossible to reproduce in any way so far as I know conditions in the individual which correspond to those that would be produced as a result of actual war. It makes no difference what the individual may test up to in point of accuracy of perception and such similar tests. The whole structure of deductions which might be erected on the basis of such studies might easily and probably would be entirely overthrown by the tremendous waves of emotion to which the individual would be subjected as a result of the horrors of actual warfare.

Having said that I do not believe that the specific problem of deriving psychological assistance for the promotion of officers can be expected from what we understand as the psychological laboratory, I nevertheless have certain quite specific recommendations to make which are based upon laboratory findings, but which are only by implication psychological.

In the first place, such studies as have been made and such statistics as exist indicate as we might expect a considerable increase in the number of mental disorders under actual war conditions. Not only this, but they indicate very distinctly that certain latent tendencies are brought to light by these stresses. We find for example an increase in the number of alcoholic psychoses, an increade in the number of psychoses due to syphilis of the nervous system and an increase in the psychosis of metasyphilis, namely paresis. This does not mean that under stress of war people necessarily drink more or that they have become infected with syphilis. It simply means that out of a considerable number of people who are more or less alcoholic war conditions tend to break down a larger number than would break down in time of peace and that among a number of people who are syphilitic war conditions tend to break down a greater number than would break down in time of peace. Here, then, we have some actual indications which point the way to eliminating a certain proportion of risk, a certain proportion which I personally do not think is by any means minute, and which even if it is small is worth while eliminating, because in this day and age when the different nations watch each other with such care, success in war is only going to belong to that nation that has taken infinite pains in preparation, that nation that does not think anything too small to be unworthy of attention, and then finally when we think of the possibility of a battleship being led into action by a demented commander or a company of soldiers

being led to the front by an insane officer, and instances of this sort could actually be cited, the possibilities of serious damage to the side upon which such a disaster occurs can be only too readily appreciated.

Certain recommendations stand out from this situation with a fair degree of clearness. In the first place it would seem to be fairly evident that nobody to whom the term alcoholic could be properly applied should hold a position of commanding importance. Now this would appear to be self-evident, but there are just a few considerations that I wish to make regarding it. In the matter of alcoholism the so-called habit element is of the very least importance. Men do not drink because they have an alcoholic habit; at least if that were the only reason there would not be very much difficulty about stopping it under conditions of threatened ill health. In general men drink because of certain necessities which arise within them from time to time and which alcohol meets. They are primarily psychopathic individuals and it is their psychopathy that is the real danger point in their mental make-up. Such people may drink for years, become alcoholic without perhaps ever showing any considerable signs of intoxication or ever materially shirking their duties, and under the stresses of warfare, not having any margin of energy upon which to draw break down and develop an alcoholic psychosis. It is this type of individual who is only too frequently hidden behind the man who takes an occasional social drink at the club, and it is important that he should be, as it were, routed out of his hiding place and his make-up understood so that he does not get into a position in which his weaknesses may be an element of danger.

The same comments apply to the syphilitic. Here, however, we have now a well developed laboratory test and as a result of that test I think I might put the whole matter in a nut shell by saying that I don't believe any man who

has a positive Wassermann reaction ought to command a battleship. You, Gentlemen, know better than I do, far better than I do, what it means to get ready to go into action and what actual battle conditions are. I can only say that to me it means days and nights, probably weeks and perhaps months of tremendous nervous tension, a great strain of both mind and body and the most tremendous demands upon the part of the commanding officers. And if you subject a man to this kind of strain, knowing that he has a serious physical impairment to start with, why should you be surprised if in the course of it he breaks, and that is precisely what does happen and what will continue to happen, only of course it should happen with the minimum frequency.

I have not given any specific facts to demonstrate what I have said about alcohol, because I presume that you are all prepared, at least in a general way to agree with me. The syphilis question is not, however, quite so well understood, so let me quote you some evidence.

At the Russian Psychiatric Hospital at Harbin, during the Russo-Japanese War, the percentage of paresis among those brought back from the front was 5.6. This is certainly a very significant fact about a disease which we ordinarily think of as essentially deliberate in its course and as having a long prodromal period. It seems evident that its development must have been hastened by war conditions, a conclusion which is borne out and reinforced by the further fact that among the soldiers from the front who were under treatment there were evidences of syphilis in 80 per cent, while among other soldiers under treatment evidences of syphilis were only present in 1.6 per cent. This clearly shows the influence of war conditions upon those who have syphilis, and now that paresis is definitely known to be syphilitic, and the final proof of this has been found by demonstrating the microorganism of syphilis in the paretic brain, the same argument applies to that disease. A further significant observation that fits into

these conclusions is that while under ordinary conditions paresis develops only from 12 to 20 years after infection in this class of patients: those who broke down under war conditions it had developed in from 5 to 10 years after the primary sore.

And now finally when we realize that paresis is especially frequent among commissioned officers, not because of a greater prevalence of syphilis, but because they continue in the service until the period when the disease develops, when we further realize that it is a disease that comes at the height of a man's mental development and ability, at the critical period of his career when if ever he is assuming responsible positions of command, it will not be necessary for me to further dwell on its importance or to further justify my somewhat radical statement to the effect that I do not think that any man with a positive Wassermann reaction, in other words, any man with syphilis, should be placed in command of a battleship.

If either one of the conditions of alcoholism or syphilis are serious, then it goes without saying that their combination is doubly so, and particularly in view of the possible etiological relation which alcohol has to the development of paresis. Professor Kraepelin in his last edition of his opus magnum discusses at great length this question and from his broad experience it is his final conclusion, and he writes with a full knowledge of the relation of syphilis to paresis, it is his conclusion I say, that alcoholic indulgence helps to make the way easy for the metasyphilitic processes.

It is but a natural corollary of what has gone before to make a plea for the young man in positions of command. If tangible physical disease that will produce a positive Wassermann reaction is an undoubted predisposing factor to mental breakdown under the stress of war, then is it not equally logical to assume that the changes incident to age, that lessen the elasticity of the blood vessels, the more positive set of

character, the disappearing fluidity and adaptability, is it not logical to suppose that all of these things are limiting and crippling and that other things being equal the man of forty is a good deal safer man on the bridge than the man of sixty. Of course I say other things being equal, commanding a battleship is something that can't be learned in a minute, nor by every one, and experience,-- ripe experience,-- is required, so that all of the ordinary things, and many of the extraordinary things are reacted too automatically, but that does not alter the fact that as the fifth decennium passes and the sixth makes its entrée upon the stage that certain physical conditions come along with it that are not only undesirable, but that introduce actual elements of danger, and therefore the best result to be obtained will be the best compromise that can be made between the health and strength and vigor of youth and the experience that comes after long years. Whether it is possible to introduce a more intensive training that will bring about the experience required at an earlier date, that is a matter than institutions like this, the War College, have to answer.

We come now to a consideration of what Surgeon General Stokes very aptly terms temperamental fitness, and the question at issue is; Are there any available data which can be utilized in determining before hand whether or not a man will conduct himself with credit under the stress of battle? Secondly, if there are not data for solving this question, in what directions might we expect to get light. As I have already intimated, I cannot very well conceive of a more difficult question to place before the psychologist, and if I cannot dogmatize regarding it I know you will make allowances for me.

In the first place, in order that we may have a grasp

of the way in which we are to approach the problem, the place where we may look with some assurance of finding valuable evidence, we must have some comprehensive understanding of the meaning of mind in the general scheme of things.

We have to consider mind for practical purposes as a complex of adaptive mechanisms, as a series of mechanisms for adjusting the individual to his environment. It is by means of his mind that he comes into adequate relation, into efficient adjustment with the persons and things, with the conditions and the institutions that surround him. This process of adjustment, however, is not entirely a passive process, a process by which the individual is shaped, moulded, by the things in the world about him, and so to speak pressed into shape by them. It has its active side; the individual not only is moulded by circumstances, but when circumstances do not suit him he endeavors to react upon the world and change it so as to meet his requirements. There is, therefore, a series of actions and reactions in this process of adjustment and adaption taking place between the individual and his surroundings.

Now if we can conceive of this thing we call mind as a form of energy and treat it from that standpoint, you will perhaps appreciate the statement that life is keen and satisfying and fulfilling in proportion to the freedom and completeness with which this energy flows in interest into the world. The person who lives most fully is the person whose interests are keenest in the world of reality, - in the world of people and things and events with which he is surrounded. These sentences are all very compact and difficult to understand, but I perhaps can illustrate it by saying that we have conditions of mind which I call psychic death and which are not uncommon in the psychoses. In these conditions the patient has withdrawn all of his interests from the world,

and under such circumstances the world no longer looks to that patient like the world with which he was familiar. People and objects have an unreal appearance, persons perhaps look like puppets, animated by concealed machinery and speak like dolls mechanically; the world is dead, it is robbed of life because the patient has withdrawn all interest from reality. Such patients develop a series of negativistic delusions to the effect that they themselves are dead, that they have no brains, no heart, etc. This is an extreme instance of what I mean by withdrawing one's self or one's interest absolutely from the world of real things and is an example I give you so that you will have some appreciation of what I mean when I say that life is at its fullest when one's interests are flowing out most keenly to the world of reality.

We must also consider the individual at any particular moment as an end product. He is what he is because of everything that has gone before in his life. All of his mental experiences have helped to mould and shape him into the form in which we find him, and so at the particular moment that he comes under observation he is the product of all the forces that have acted upon him since his birth, and each one of which has tended to shape him in this or that direction, and each one of which has had to compromise here and there with opposing tendencies.

If we get then this comprehension of the mind as a complex of adaptive mechanisms acted upon and being acted upon by the environment, and slowly and gradually from birth onward presenting innumerable tendencies which in their interplay produce finally the result as we find it, and as finally making for the keenest life in proportion to the depth of interest which the individual has in the world of real things, we will see that the prime question involved, and after all it is but a truism, is the question of character, only we ~~have envisaged character a little differently from the aver-~~

age way and endeavor to define it in terms of a dynamic and genetic psychology.

As a corollary to these, I am afraid somewhat obscure paragraphs, I might say that in general the question as to how a man is going to conduct himself under conditions that cannot be reproduced in a laboratory, but which are more or less well known, conditions of great emotional stress and horror, the question as to how a man will conduct himself under such circumstances is a question then which must be answered by a knowledge of his character, which is the result of detailed and pains-taking analysis, plus I think, (for comparison), a knowledge, of the character of the men who have acquitted themselves bravely and efficiently under such conditions.

A careful analytic study of the character of officers of the Navy coming up for promotion is impracticable. It might be of little or no use in the present state of our knowledge, but the kind of records which are being made with regard to all of these men, -- the records of temperament and behavior under conditions of stress, -- are all capable of being read into a general description of character, which is much fuller than anything that has been had heretofore and is decidedly and emphatically a step in the right direction.

A knowledge of the character of men who have attained eminence as commanding officers from the viewpoint of strict and detailed analytic study does not now exist. However, it is not altogether out of the question to suppose that valuable psychological studies might be made even today from the records of our great generals. Personally, I know more of Napoleon than any of the other great leaders of men and I am sure that I am quite right when I say, going back to my words of a few moments ago, that he lived a life of maximum keenness, of maximum interest in the world of reality; he had a tremendous, an overwhelming ambition towards imperialism; he had a great object towards which he was strain-

ing every nerve, every thought, and with that object just ahead of him, he went into battle more or less oblivious of the details, no matter how horrid, that were taking place about him. No one ever questioned Napoleon's bravery, - he himself never questioned it, - he went straight to the goal of his desires, his tremendous ambition, and the things about him fell into their natural places as serving that ambition. That to my mind is the key-note of great bravery and great efficiency in Napoleon's military career, and I should expect to find the same general characters in every brave man. The man who stands upon the bridge of the battleship and wonders whether the next shot is going to hit him or not, he cannot be expected to exercise good judgment in his maneuverings, but the man who stands upon the battleship and is so overwhelmed with the responsibility that rests upon his shoulders to support the honor and dignity of his country that he does not even know that a bullet struck the rail just a few inches from him, that man has his gaze fixed ahead upon an issue towards which he is directed, just as Napoleon did, and he will go toward that issue just as unfailingly.

Can we define any more accurately this character that I have briefly indicated as Napoleon's? I think so. It might be defined as the type of character which was dominated by singleness of purpose. Napoleon's goal was well defined in his own mind. There were no causes for vacillation, the object was clear cut, and his energies were directed, all of them, towards it. Singleness of purpose, that is the key-note to great achievment. Let me give you a remarkable illustration, which I cannot vouch for, but which, nevertheless, is quite as good as any illustration. It is told of that remarkable Japanese general, Nogi, whose suicide so recently shocked the Western world, that before leaving his home in the recent war to lead his men into battle to fight for his Emperor, he submitted himself to all of the ceremonials of death; in other words,

he departed absolutely from the life of this world and went forward to do his great duty for his country and for his Emperor without a single drag back upon him from the responsibilities of things worldly. During all of the months that he was at the front he never wrote or in any way communicated with his family. He was dead to the world, and lived only with the one great purpose of serving his Emperor with all that was him. That is what I mean by singleness of purpose. Do you think that such a man as that could be defeated in battle or any other way? He might be killed, but he could not be defeated. There is an ideal of character and of conduct with which to measure, and one by no means that is inapplicable simply because my example is taken from the Orient. It merely happens to be expressed in the symbolism of oriental customs, but it is just as true an ideal to go by for all that.

The antithesis of the character which is dominated by singleness of purpose is the character which we find in the doubter, the man who gets up in the morning and stands for a half, one, or two hours, or perhaps all the morning in trying to decide which necktie he will put on. Of course in such an example as this we are dealing with a neuroses. It is, however, only an exaggerated expression of a characteristic which manifests itself in all sorts of degrees between the ideal that I have pictured and the neurotic who never is able to decide anything and therefore remains helpless in inactivity. It is true that the training, the systematic training, which one gets in times of peace and which makes the machinery of the battleship, and the discipline, the obedience, and all that sort of thing as second nature, brings one into such close adjustment with the necessities of immediate action that action is taken reflexly almost and a great deal of the interferences that might ordinarily come about are thus overcome, and in ordinary circumstances the individual who perhaps has something of such a character as I have described is thus

rendered efficient. In the stress of battle, however, we meet with an entirely different set of circumstances. Aside from the disturbing and unbalancing effects of tremendous emotion we have circumstances arising constantly, every minute, which never have been adjusted in the calm of peace and under conditions of practice, and it is under the necessity of these new adjustments that all of these disorders arise. Singleness of purpose means being at one with one's self, and if one is not at one with one's self, then under conditions that are unusual and that require new adjustment, this lack of harmony inevitably will show itself in a lessened efficiency at least. In proportion as the individual's interests are not concentrated upon a single issue, in proportion as they are distributed in several different directions, just in that proportion is he inefficient in times of stress, -- just in that proportion is it difficult for him to choose the way to go, because, as it were, all of these paths open before him, all beckon him in their particular way, and he either chooses the wrong path or he hesitates, and though he chooses the right one he does not choose it quick enough.

In this conception we are dealing with mental facts as if with energy and you will see that the corollary follows, and it is a thing which we firmly believe, that under those conditions of divided interest, such as I have indicated, the individual's store of energy is not fully available. Much of the individual's energy is used in these conflicts in overcoming these internal difficulties, and is therefore not available for the one specific set of actions that he is called upon to perform.

The understanding of the nature of these conflicts and the way in which the individual reacts to them is at the foundation of the understanding of character. Conflict is at the very basis of mental life. When the child first comes into the world it is supreme. Desire hardly exists because all its needs are anticipated and so desire, so far as possible, is

not permitted to be born. When, however, the increasing complexities of the baby's life make this prescience on the part of the care takers no longer always possible the child begins to have needs, to feel desires. With the feeling of a need its immediate satisfaction follows, almost reflexly, if the means are at hand. There is no thought of others, no thought of anything beyond that of satisfying the desire whatever it may be. The child is unmoral and absolutely egoistic.

As life goes on, as the child grows from babyhood to childhood, and from childhood to adulthood, conditions become more and more complex. The immediate satisfaction of desire is interfered with by others and such interference is exercised toward others. The give and take, the yielding and compromise of social life take the place of the absolutism of babyhood. Desire still continues, but various interfering and obstructing factors compel its satisfaction to be postponed. The postponement of satisfaction is a distinguishing feature of development and becomes one of the important requirements of that development, not only from babyhood to adulthood, but from primative to civilized conditions. Civilization demands an ever increasing postponement of the satisfaction of desire: fulfillment is attained in an ever receding future.

Character depends in very large measure upon the balance that is struck between these opposing tendencies and upon the way in which the individual is able to utilize his energies in relation to these fundamental conflicts. The neuroses and many, at least, of the so-called insanities are in the main expressions of failure in just this adjustment. So that it will be seen how important an analysis of the underlying character traits become. I think we at least know where to look for the solution of the psychological problem of character, although as yet these problems have hardly been formulated.

Those of you who are familiar with the writings of the great American psychologist, James, know how some years

ago he sent forth the theory that few of us were living anywhere nearly up to our possibilities, that all men had reserve stores of energy and that greatness might very well depend upon the availability of this reserve energy. We all know that under conditions of stress it is frequently astounding what a man will accomplish and what he will stand up under, and we believe that in such conditions he is using his reserve energy. See how valuable it would be if such sources of energy were available, so to speak, at the will of the individual, - see how much more of an efficient man he would be. We believe that it is these internal conflicts, these doubts and hesitations and questionings, these wonderings which way to go and how and when to choose, that use up an immense amount of this energy, which with only a single clearly defined purpose at issue could all flow into one channel.

All of these questions involve inquiries into character. I have merely endeavored to outline the general and fundamental principles of course without filling in any details for which there is no time in a lecture of this sort. The study of character, however, is in its infancy, and in its recent developments has largely been concerned with the definition of such traits as might enable one to foretell the type of mental breakdown that a given person would suffer. The principles of character construction, however, have already been somewhat defined, and the work is well under way. It needs only a special application in this particular direction.

One type of character reaction must be mentioned here which is of great importance in considering the qualifications for commanding men. Let me illustrate by an incident. I was able not long since to very materially help a patient. She had come to me timid and afraid, lacking altogether in self confidence, with no capacity for initiative or self-assertion. As a result of the treatment she came into her own, she learned to know her own true value. One day she came to me

very much elated and told me how she had been to several members of her family to tell them certain things about herself with the hope of converting them to her point of view about her life. She was almost astounded to find that in each instance, even when she had supposed she would meet the greatest difficulties, she had carried her point. She explained it by saying, "You see -- I carried a message of Truth."

My patient, in her experience had hit upon a great principle. It has to do with a matter that I discussed with Captain Rodgers when he invited me to give this lecture. We were discussing the reasons for the tremendous influence of such men as Napoleon over their men. How, in a few simple words, he could so wonderfully fire their enthusiasm that they were willing to die for him.

In order to understand how this can be we have to bear in mind, that, contrary to the opinion of the average man, we are controlled in our life and actions much more by our feelings than by our intelligence. If our whole mind were represented by a sphere our intellect would only be a small bright spot upon its surface and in all the rest of the sphere the feelings would be dominant. It is the deep underlying emotions, not the surface lying intelligence that is most potent. The ice-berg is nine-tenths submerged and it is the ocean currents, often lying at great depths that control the direction in which the ice-berg goes, rather than the winds that only effect the surface tenth. In fact they may drive it absolutely in the face of the wind as our feelings may drive us in direct opposition to our intelligence.

The emotions are the common property of all mankind, the intellectual equipment varies within wide limits and so it is that it is to the emotions that we must appeal in order to secure a concerted action of any large group of men.

The man who bears a message of truth, the man who speaks from the profoundest conviction makes the appeal. He

cold intellectual analysis, no refined diction nor flowery rhetoric, no, nor no vociferation or emphasis by loud voice or sweeping gesture can take the place of conviction.

This thesis might be greatly elaborated. Those of you who have read Le Bon know how in his "Psychology of the Crowd" he expresses it by the statement that a group of men can only come to agreement upon a level that is low enough to be common to them all. Those of you who know Bergson will see reason to believe that we are more closely attuned to the infinite through our instincts than through our intelligences, while from the standpoint of genetic psychology the intellect appears as an acquirement which is so late, and so relatively superficial and unimportant in the great scheme of things that what I have said will receive still further reinforcement.

The commander who would carry conviction to the hearts of his men must himself feel that conviction. To feel that conviction he must be at one with himself, not torn by opposing tendencies, but his whole soul centered on the goal. Such unity of purpose implies a successful handling of the conflicts that I have already called to your attention and is fundamental in character formation.

One other matter suggests itself to me, -- a matter which is emphasized by the great stress which is being laid recently upon questions of eugenics. It would be interesting to construct family charts and see what were the heraditary probabilities in different individuals. Such charts might for example be considered at the time of admission to the Naval Academy, for it would hardly be fair to take them into consideration at a later date, and if out of a number of applicants there were in a certain proportion marked hereditary tendencies which might very well come to expression in the particular individual under consideration, perhaps it would be well to put him aside for one with a clearer family record. I appreciate the danger of attempting to apply any such method

as this so far as justice to the individual is concerned, for in the present state of our knowledge, these charts, while they serve to make much clearer to us the reasons why certain things have happened to the individual, are proverbially uncertain as a basis for prediction.

In conclusion I will make several suggestions. In the first place, the data which are being collected and which I have already mentioned might perhaps present some evidence to a person psychologically trained that they would not present to a person without that training. Secondly, a psychological analysis of some of the great generals I think is possible from the literature that exists regarding them. This would be an extremely difficult, tedious and long-drawn-out task, but it is not without precedent, as such analyses have been attempted, particularly within the last three or four years, and I may add that I have just learned that my friend Dr. Jones of London is now at work upon such an analytic study of Napoleon. Thirdly, I believe field work in psychology is possible. I think it would be an advantageous thing for a person of psychological training to actually be present and make observations under battle conditions. We are all familiar with the writings of the few authors who have attempted to deal with the subject of the psychology of warfare and they have all been very well summed up in Captain Eltinge's admirable little pamphlet on the Psychology of War but I think any one who reads these discussions feels that after all they only deal with surface indications, and that there is a great mass of information which has not been touched. Such field work is not entirely without precedent. At the recent Messina earthquake psychologists were on the field almost immediately afterwards and reported on the conditions found, while there are statistical studies which tend to show the effect of siege conditions upon besieged people. Fourth, I suggest the application of the principles of hereditary in passing upon candidates for the Naval Academy. Fifth, the readjustment of the service

so that men will come into positions of command well before the arterio-sclerotic period, and sixth, the elimination from promotion to higher grades of alcoholics and syphilitics.