

QUOTATIONS ON AIRPOWER

General

The US Army will never control the ground under the sky, if the US Air Force does not control the sky over the ground.

-- Col Gene Cirillo, USAF (Ret)

As for the philosophers, they make imaginary laws for imaginary commonwealths; and their discourses are as the stars, which give little light, because they are so high.

-- Francis Bacon (*On the Advancement of Learning*, 206)

The history of mankind is the history of thought--of the gradual ascendancy of mind over matter: the subjugation of brute force by intelligence.

-- B.H. Liddell Hart (*Thoughts on War*, 9)

An opinion can be argued with; a conviction is best shot.

-- T.E. Lawrence

What you do speaks so loud I cannot hear what you say.

-- Ralph Waldo Emerson

"Every war is going to astonish you in the way it has occurred and in the way it is carried."

-- President Dwight D. Eisenhower

I estimate that 500 to 1,000 Western soldiers would be killed in a Bosnian war.

- *Michael E. Brown, July 25, 1995, Washington Post.*

We must not allow ourselves to be driven out by terrorists. That would not only reward and encourage terrorism; it would jeopardize our ability to defend our vital national interests.

Importance of History

--Defense Secretary William J. Perry, July 9, 1996

Until we understand war in the fullest sense, which involves an understanding of men in war, among other elements, it seems to me that we have no more prospect of preventing war than the savage has of preventing plague.

-- B.H. Liddell Hart (*Thoughts on War*, 14)

There is no excuse for any literate person if he is less than three thousand years old in mind.

-- B.H. Liddell Hart (*Thoughts on War*, 143)

One of the most obvious lessons of history is that the preservation of States and civilization lies in the ability to allow for changed conditions.

-- P.R.C. Groves (*Behind the Smoke Screen*, 312)

In the development of air power one has to look ahead and not backwards and figure out what is going to happen, not too much what has happened.

-- Billy Mitchell (*Winged Defense*, 20)

If there is one attitude more dangerous than to assume that a future war will be just like the last one, it is to imagine that it will be so utterly different we can afford to ignore all the lessons of the last one.

-- John C. Slessor (*Air Power and Armies*, ix)

It is better to be wise after the event than not wise at all, and wisdom after one event may lead to wisdom before another.

-- John C. Slessor (*Air Power and Armies*, xiii)

Only those to whom the study of war is novel permit themselves to be swept away by novel elements in the present war.

-- Bernard Brodie

He who controls the past controls the future, and he who controls the present controls the past.

-- George Orwell (*1984*,

Those who study warfare only in the light of history think of the next war in terms of the last. But those who neglect history deprive themselves of a yardstick by which theory can be measured.

-- Cyril Falls (*The Nature of Modern War*, 34)

Military history, accompanied by sound criticism, is indeed the true school of war.

-- Gen Matthew B. Ridgway

Nothing so comforts the mind as the maxim of a great, but dead, general.

-- Barbara Tuchman

History is not kind to nations that go to sleep. Pearl Harbor woke us up and we managed to win, although we are already forgetting the dark days when victory was uncertain, when it looked as though the scales might be tipped the other way.

-- General George C. Kenney

As a nation we were not prepared for World War II. Yes, we won the war, but at a terrific cost in lives, human suffering, and material, and at times the margin was narrow. History alone can reveal how many turning points there were, how many times we were near losing, and how our enemies' mistakes pulled us through. In the flush of victory, some like to forget these unpalatable truths.

-- General Henry "Hap" Arnold

It is right to be taught, even by the enemy.

-- Ovid

Those who cannot remember the past are condemned to repeat it."

-- Poet and philosopher George Santayana:

Airpower

Only air power can defeat air power. The actual elimination or even stalemating of an attacking air force can be achieved only by a superior air force.

-- Major Alexander P. de Seversky, USAAF.

To them that come after us it may be as ordinary to buy a pair of wings to fly into remotest regions, as now a pair of boots to ride a journey.

-- John Glanville, 1641

Quiet people go out in the morning, and see air-fleets passing overhead--dripping death--dripping death!

-- H.G. Wells (*The War in the Air*, 240)

By land and by sea the approaching aircraft development knocks out the present fleet, makes invasion practicable, cancels our country being an island, transforms the atmosphere into a battle ground of the future. There is only thing to do to the ostriches who are spending these vast millions on what is as useful for the next war as bows and arrows. Sack the lot. As the locusts swarmed over Egypt, so will aircraft swarm in the

heavens, carrying inconceivable cargoes of men and bombs, some fast and some slow. Some will act like battle cruisers and others as destroyers. All cheap and--this is the gist of it--requiring only a few men as crew.

-- Admiral Lord Jack Fisher

Owing to the development of aviation war has altered in character. Hitherto primarily an affair of "fronts," it will henceforth be primarily an affair of "areas."

-- Brig Gen P.R.C. Groves, RAF, 1922

None would dare to aver that there will be no more war, for if that were so then the problem would have been forever solved; and if wars there are to be they will be lost or won in the air.

-- Brig Gen P.R.C. Groves, RAF, 1922

Let us never forget this: since the day of the air, the old frontiers are gone. When you think of the defence of England you no longer think of the chalk cliffs of Dover; you think of the Rhine. That is where our frontier lies.

-- Stanley Baldwin, 1934

The will to fly was (and in many cases still is) the will to conquer, to overcome all obstacles in the effort to gain control over the natural conditions of environment.

-- M.J. Bernard Davy

There is no "battle line" in modern war. There are battle areas and volumes, which must nowadays be regarded as being as mobile as the forces within them.

-- Air Marshal E. Ludlow-Hewitt, 1937

Air power speaks a strategic language so new that translation into the hackneyed idiom of the past is impossible.

-- Alexander de Seversky (*Victory Through Air Power*, 5)

So long as large armies go to battle, so long will the air arm remain their spearhead.

-- Cyril Falls (*The Nature of Modern War*, 28)

For good or for ill, air mastery is today the supreme expression of military power and fleets and armies, however vital and important, must accept a subordinate rank.

-- Winston Churchill, 1949

Well, we did not build those bombers to carry crushed rose petals.

-- Gen Thomas S. Power, USAF

Send one plane it's a sortie; send two it's a flight; send four and it's a test of airpower.

-- Richard Kohn

An air force commander must exploit the extreme flexibility, the high tactical mobility, and the supreme offensive quality inherent in air forces, to mystify and mislead his enemy, and so to threaten his various vital centers as to compel him to be dangerously weak at the point which is *really decisive* at the time.

-- MRAF John C. Slessor

Air power may either end war or end civilization.

-- Winston Churchill

The future of our nation is forever bound up in the development of Air Power.

-- Colonel William 'Billy' Mitchell

Aviation is to serve only for reconnaissance and only in this direction should it be used."

— Marshal Josef Pilsudski, 1929

Air control can be established by superiority in numbers, by better employment, by better equipment, or by a combination of these factors."

— General Carl A. 'Tooeey' Spaatz

"In order to assure an adequate national defense, it is necessary — and sufficient — to be in a position in case of war to conquer the command of the air."

— General Giulio Douhet

If we lose the war in the air, we lose the war and lose it quickly."

— Field Marshall Bernard Montgomery

Not to have an adequate air force in the present state of the world is to compromise the foundations of national freedom and independence".

— Winston Churchill, House of Commons, 14 March 1933.

...our Air Force belongs to those who come from ranks of labor, management, the farms, the stores, the professions and colleges and legislative halls...Air Power will always be the business of every American citizen.

-- General Hap H. Arnold

Airpower Nation

Service aviation must be the spearhead, civil aviation the shaft, of our air effort.

-- Maj Gen F.H. Sykes, RAF, 1922

In the long run the only safe and reliable foundation of national air power lies in commercial air development.

-- P.R.C. Groves (*Behind the Smoke Screen*, 230)

A large system of commercial aviation will remain an abiding support for the national aircraft industry and will at the same time provide those reserves of personnel which are essential for the expansion of aerial strength in case of need.

-- P.R.C. Groves (*Behind the Smoke Screen*, 31)

The world stands on the threshold of the "aeronautical era." During this epoch the destinies of all people will be controlled through the air.

-- Billy Mitchell (*Winged Defense*, 3)

Air Bombardment

A country which cannot defend itself from aerial attack will find its air bases, its munitions centres, its military depots, its shipyards, and its great cities subjected to a devastating rain of bombs within a few hours of the declaration of hostilities.

-- Brig Gen P.R.C. Groves, RAF, 1922

To me our bombing policy appears to be suicidal. Not because it does not do vast damage to our enemy--it does; but because, simultaneously, it does vast damage to our peace aim, unless that aim is mutual economic and social annihilation.

-- J.F.C. Fuller (*Thunderbolts*, 16)

The bomber was not a direct product of circumstances; it was the result of a gradual realization of the cardinal value of aircraft.

-- Air Marshal E.J. Kingston-McCloughry

Not to have an adequate air force in the present state of the world is to compromise the foundations of national freedom and independence.

-- Winston Churchill

The development of air power in its broadest sense, and including the development of all means of combating missiles that travel through the air, whether fired or dropped, is the first essential to our survival in war.

-- Viscount Hugh M. Trenchard, 1946

Bombardment from the air is legitimate only when directed at a military objective, the destruction or injury of which would constitute a distinct military disadvantage to the belligerent.

-- The Hague Convention of Jurists, 1923.

Where Are the Bombers?

"The committee remains concerned that the number of long-range bombers programmed in the [Defense] Department's force plan [is] inadequate to support requirements for two major regional contingencies."

-- A House Armed Services Committee statement,
May 6, 1994, summarizing conclusions underlying the
Fiscal 1995 Defense Authorization Act.

Airpower in Low Intensity Conflict

History shows that army campaigns in undeveloped countries have often involved waging war against natural obstacles, rather than against a foe.

-- Air Marshal E.J. Kingston-McCloughry

Air Superiority

They realized that the chief danger in aerial warfare from an excitable and intelligent public would be a clamour for local airships and aeroplanes to defend local interests.

-- H.G. Wells (*The War in the Air*, 183)

The Normandy Invasion was based on a deep-seated faith in the power of the air forces, in overwhelming numbers, to intervene in the land battle . . . Without that air force, without the aid of the enemy air force out of the sky, without its power to intervene in the land battle, that invasion would have been fantastic. . . Unless we had faith in the air power to intervene and make safe that landing, it would have been more than fantastic, it would have been criminal.

-- Gen Dwight D. Eisenhower, 1945

But after all, the great defence against the air menace is to attack the enemy's aircraft as near as possible to their point of departure.

-- Winston Churchill, 1914

To commit troops to a campaign in which they cannot be provided with adequate air support is to court disaster.

-- Field Marshal Claude Auchinleck, 1940

Attrition

To adopt the method of attrition is not only a confession of stupidity, but a waste of strength, endangering both the chances during the combat and the profit of victory.

-- B.H. Liddell Hart (*Thoughts on War*, 208)

So it happened that the spirit of the unlimited offensive smote us like the Black Death: we began once again to think in terms of numbers in place of skill and of quantity in place of quality.

-- J.F.C. Fuller (*The Army in My Time*, 126)

Centralized Control of Air Assets

In the last war, air-power forfeited much of its effect from being kept in separate packets like the parts of an army, with a consequent dispersion of effort and frittering of effect.

-- B.H. Liddell Hart (*Thoughts on War*, 157)

Chance in War

Our warfighting concept has to take account of the fact that almost nothing ever works right. As with the game of golf, our only real hope is to make smaller mistakes.

-- Gen Merrill McPeak

Wars are not fought on drawing boards, nor are victories to be measured in pints. War is every whit as much a game of chance as a game of calculation: it is poker as well as chess, and even in chess there is no slide-rule certainty.

-- J.F.C. Fuller (*Thunderbolts*, 75)

War is the unfolding of miscalculations.

-- Barbara Tuchman

Concentration of Force

Whilst the nineteenth-century idea of warfare was founded on the principle of the concentration of force, because of air power the principle which will control the twentieth-century idea will be that of distribution of force, which is a sound strategical principle when the forces distributed possess so high a mobility that they can rapidly be concentrated at any desired point.

-- J.F.C. Fuller (*The Army in My Time*, 200)

In the old strategy the leading idea was to concentrate superiority of force against a decisive point, in the new it is to distribute it in such a way that the enemy will be entangled in a tactical net. Again, whilst the former aimed at cutting an enemy off from his communications, the latter aims at cutting communications off from the enemy.

-- J.F.C. Fuller (*The Army in My Time*, 207)

Courage:

Courage is rightly esteemed the first of human qualities..because it is the quality which guarantees all others

-- Sir Winston Churchill

Courage is doing what you are afraid to do.

-- Captain Edward V. 'Eddie' Rickenbacker
Leading American Ace of WWI

It isn't just my brother's country, or my husband's country, it's my country as well. And so the war wasn't just their war, it was my war and I needed to serve in it.

-- Beatrice Hood Stroup
Major, Woman's Army Corps, WWII

Without courageous families there would be no courageous Airmen.

-- General David C. Jones

They knew not the day or hour nor the manner of their passing when far from home they were called to join that great band of heroic Airman that went before.

-- Inscription from the American Cemetery and Memorial
Cambridge England

...am going on a raid this afternoon... there is a possibility I won't return.. do not worry about me as everyone has to leave this Earth one way or another, and this is the way I have selected. If after this terrible war is over, the world emerges a saner place...pogroms and persecutions halted, then, I'm glad I gave my efforts with thousands of others for such a cause.

-- Sergeant Carl Goldman
U.S. Army Air Forces, WWII, B-17 Gunner, Killed in Action over
Western Europe...from a letter to his parents

Tell them that we gave our todays for their tomorrows.

-- Inscription from the Allied Cemetery North Assam India

...Our military families serve right alongside those of us in uniform. A special thank you to all the spouses and children and Moms and Dads out there praying for your loved ones in harm's way - we add our prayers, too, for their safe return.

-- General Richard B. Myers

Decisiveness in War

Of what use is decisive victory in battle if we bleed to death as a result of it?

-- B.H. Liddell Hart (*Paris or the Future of War*, 20)

Decisiveness of Airpower

The wider role of mobility and offensive power lies in the air. And the air force appears to be cast for the decisive role, as the heirs of Alexander's "Companion" cavalry. Thus, as of old the forces of a nation for war on land were thought of in terms of infantry and cavalry, though each had its several sub-divisions, so in the future we need to think of the army and the air force as the two main components of military power.

-- B.H. Liddell Hart (*Thoughts on War*, 29)

The potentialities of aircraft attacks on a large scale are almost incalculable, but it is clear that such attack, owing to its crushing moral effect on a Nation, may impress the public opinion to a point of disarming the Government and thus becoming decisive.

-- Marshal Ferdinand Foch, 1922

The real importance of Munich . . . is that it was the first victory for air power--no less significant for being temporarily bloodless.

-- MRAF John C. Slessor

Doctrine

Out-of-date theories have consistently proved the ruin of armies.

-- J.F.C. Fuller (*War and Western Civilization*, 83)

Education

The greatest danger to the Staff College is a swollen head.

-- F.P. Crozier (*Impressions and Recollections*, 132)

When, in 1898, I joined the Army, though a normally indifferently educated young Englishman, I was appalled by the ignorance which surrounded me and the immense military value attached to it.

-- J.F.C. Fuller (*The Army in My Time*, 53)

Re. Britain's unpreparedness for the Boer War: The fact is we had made up our minds to play whist, and when we sat down we found that the game was poker.

-- J.F.C. Fuller (*The Army in My Time*, 73)

If you think education is expensive, try ignorance.

-- Derek Bok

Innovation

Every pioneer is somewhat of a martyr, and every martyr somewhat of a firebrand who kills with ridicule as well as with reason.

-- J.F.C. Fuller (*Foundations of the Science of War*,)

Innovation is the bridge between doctrine and war.

-- Maj William A. Andrews, USAF

Jointness

A good inter-Service staff officer must first be a good officer of his own Service, and we should lose more than we gained by merging the identity of the three Staff Colleges.

-- MRAF John Slessor (*The Central Blue*, 87)

It takes close cooperation with the Army to obtain the maximum misuse of air power.

-- Gen Carl Spaatz

It is dangerous to meddle with Admirals when they say they can't do things. They have always got the weather or fuel or something to argue about.

-- Winston Churchill\

Inspiration:

Inspiration springs from great tradition...guard the traditions of your service, built in the foothills of the Rockies and in the air over Ploesti, MIG Alley, Red River Valley, and a thousand other places

-- President Ronald W. Reagan

A soldier can walk the battlefields he once fought; a Marine can walk the beaches he once stormed; but an Airman can never visit the patch of sky he raced across on a mission to defend freedom. And so it's fitting that the men and women of the Air Force will have this memorial, a place here on the ground that recognizes their achievements and sacrifices in the skies above.

-- President George W. Bush

Delivered at the Dedication of the United States Air Force Memorial on October 14, 2006

Integrity

A general's dispatch should have more honesty than a politician's electioneering pamphlets.

-- B.H. Liddell Hart (*Thoughts on War*, 149)

For whoever habitually suppresses truth in the interests of tact will produce a deformity from the womb of his thought.

-- B.H. Liddell Hart (*How to Win Wars*, 6)

Integrity; A man's word is his bond.

-- General Jimmy Doolittle
U.S Army Air Forces, leader of the WWII Tokyo Raid

Integrity is the fundamental premise of service in a free society. Without integrity, the moral pillars of our military strength—public trust and self-respect are lost.

-- General Charles A. Gabriel

We're entrusted with the security of our nation. The tools of our trade are lethal, and we engage in operations that involve risk to human life and untold national treasure. Because of what we do our standards must be higher than those of society at large.

-- General Ronald R. Fogleman

There will be demands upon your ability, upon your endurance, upon your disposition, upon your patience...just as fire tempers iron into fine steel so does adversity temper one's character into firmness, tolerance and determination.

-- Senator Margaret Chase Smith

Lt Colonel, United States Air Force Reserve

Leadership

I have long come to realize that the type of senior officer who is always preaching loyalty essentially means loyalty, on the part of his subordinates, to his own interests.

-- B.H. Liddell Hart, 1932

Efficiency in a general his soldiers have a right to expect; geniality they are usually right to suspect.

-- Field Marshal A. Wavell (*The Good Soldier*, 17)

We should speak to them [enlisted soldiers] as if they were our equals, but never as if we were theirs.

-- J.F.C. Fuller (*How to Train an Army*, 34)

Good generals, unlike poets, are made rather than born, and will never reach the first rank without much study of their profession; but they must have certain natural gifts--the power of quick decision, judgment, boldness, and, I am afraid, a considerable degree of toughness, almost callousness, which is harder to find as civilisation progresses.

-- Field Marshal A. Wavell (*The Good Soldier*, 31)

Staffs analyze; commanders synthesize.

-- Anonymous

One cannot reflect concern downward.

-- Maj Gen John O. Moench, USAF

Movement, Mobility, Maneuver

Movement is the safety-valve of fear

-- B.H. Liddell Hart (*Thoughts on War*, 303)

Nationalism/democracy

The influence of the spirit of nationality, that is of democracy, on war is profound, as also were the influences of science and industrial development. The first emotionalized war and, consequently, brutalized it; and the second delivered into the hands of the masses more and more deadly means of destruction.

-- J.F.C. Fuller (*War and Western Civilization*, 26)

National armies fight nations, royal armies fight their like, the first obey a mob--always demented, and the second a king--generally sane.

-- J.F.C. Fuller (*War and Western Civilization*, 27)

When a nation shows a civilized horror of war, it receives directly the punishment of its mistake. God changes its sex, despoils it of its common mark of virility, changes it into a feminine nation and sends conquerors to ravish it of its honour.

-- Donoso Cortes

Numbers in War

It is absolutely true in war, were other things equal, that numbers--whether men, shells, bombs, etc.--would be supreme. Yet it is also absolutely true that other things are never equal and can never be equal.

-- J.F.C. Fuller (*Thunderbolts*, 76)

Offensive Action

Do not hit at all if it can be avoided, but never hit softly.

-- Theodore Roosevelt

The argument that “defence always catches up with attack” is much favoured by those who are opposed to progressive developments, even in the means of defence. History justifies it to a certain extent. But the assertion overlooks the historical fact that defence has often failed to catch up in time to save armies and navies, and the countries they are intended to protect, from defeat in the interval.

-- B.H. Liddell Hart (*Thoughts on War*, 297)

The chief assets of the attacker are: firstly, the feeling of moral superiority which an offensive attitude gives, similar to that of the boxer who carries the fight to his opponent; and, secondly, the power to choose at what place, by what method, and at what time the main action will be fought.

-- Field Marshal A. Wavell (*The Good Soldier*, 155)

Offensive Nature of Airpower

I am convinced that a bombing attack launched from such carriers [the *Lexington* and *Saratoga*] from an unknown point, at an unknown instant, with an unknown objective, cannot be warded off.

-- Adm William A. Moffett, at the christening of the
Lexington, 3 Oct 1925

As the aeroplane is the most mobile weapon we possess, it is destined to become the dominant offensive arm of the future.

-- J.F.C. Fuller (*The Army in My Time*, 209)

Originality in War

Originality is the most vital of all military virtues, as two thousand years of wars attest. In peace it is at a discount, for it causes the disturbance of comfortable ways without producing dividends, as in civil life. But in war originality bears a higher premium than it can ever do in a civil profession. For its application can overthrow a nation and change the course of history in the proverbial twinkling of an eye.

-- B.H. Liddell Hart (*Thoughts on War*, 22)

It is ever a paradox in military affairs that the only way to obtain license for intellectual ideas is to prove oneself an expert in conventional practices.

-- B.H. Liddell Hart (*Thoughts on War*, 100)

Parallel Operations

Air forces can be switched from one objective to another. They are not committed to any one course of action as an army is, by its bulk, complexity, and relatively low mobility. While their action should be concentrated, it can be quickly concentrated afresh against other objectives, not only in a different place, but of a different kind.

-- B.H. Liddell Hart (*Thoughts on War*, 157)

So why not coin a new principle for the new force--*fluid, or distributed, concentration*. To strike, by fire alone, at the greatest number of points in the shortest time over the widest area. And without ever making contact in the present tactical sense. Never giving the enemy a target, yet enticing him to waste his ammunition and keeping his nerves at an exhaustingly high tension.

-- B.H. Liddell Hart (*Thoughts on War*, 277)

Under the new conditions of warfare it may happen that the *cumulative* effect of partial success, or even mere threat, at a number of points may be greater than the effect of complete success at one point.

-- B.H. Liddell Hart (*How to Win Wars*, 169)

Paralysis--Strategic and Tactical

To disarm is more potent than to kill.

-- B.H. Liddell Hart (*Thoughts on War*, 31)

The most potent action of mechanized forces will be to supplement their own air force in interrupting the enemy's "circulation."

-- B.H. Liddell Hart (*Thoughts on War*, 31)

Thus progressive butchery, politely called "attrition," becomes the essence of war. To kill, if possible, more of the enemy troops than your own side loses, is the sum total of this military creed, which attained its tragi-comic climax on the Western front in the Great War.

-- B.H. Liddell Hart (*Thoughts on War*, 52)

In reality, it is more fruitful to wound than to kill. While the dead man lies still, counting only one man less, the wounded man is a progressive drain upon his side.

-- B.H. Liddell Hart (*Thoughts on War*, 53)

While a stroke close to the rear of the opposing army is apt to have more effect on the minds of the enemy's troops, a stroke farther back tends to have more effect on the mind

of the enemy commander--and it is in the minds of commanders that the issue of battles is really decided.

-- B.H. Liddell Hart (*Thoughts on War*, 55)

Paralysis, rather than destruction, is the true aim in war, and the most far-reaching in its effects.

-- B.H. Liddell Hart (*Thoughts on War*, 60)

The object of the rear attack is not itself to crush the enemy, but to unhinge his morale and dispositions so that his dislocation renders the subsequent delivery of a decisive blow both practicable and easy.

-- B.H. Liddell Hart (*Thoughts on War*, 236)

As when snow is squeezed into a snowball, direct pressure has always the tendency to harden and consolidate the resistance of an opponent--and the more compact it becomes the more difficult it is to melt.

-- B.H. Liddell Hart (*Thoughts on War*, 242)

As the war of machines is less destructive to life and property, and more destructive to will and nerves, the tactical object of war will become demoralisation and disorganisation rather than destruction and annihilation.

-- J.F.C. Fuller (*The Army in My Time*, 172)

The military object will not be to assault the outer casing of the enemy's armed forces, but the internal organs of command, intercommunication and supply. And as the whole of these and the fighting troops depend for their existence on the maintenance of political authority, and as political authority can be changed by the will of the people, the civil population becomes the main target.

-- J.F.C. Fuller (*The Army in My Time*, 172)

Planning

It is a disgrace that modern air forces are still shackled to a planning and execution cycle that lasts three days. We have out jets to a hot air balloon.

-- Gen Merrill McPeak, USAF

However absorbed a commander may be in the elaboration of his own thoughts, it is necessary sometimes to take the enemy into consideration.

-- Winston Churchill

War between China and Taiwan is unthinkable today. It makes no sense. It is as unthinkable as an Iraqi invasion of Kuwait was in July 1990, as unthinkable as China entering the Korean War against the United States was in November 1950, as unthinkable as Britain having to expel the Argentines from the Falklands seemed in 1982.

-- Foreign affairs analyst Jim Hoagland, writing in the February 11, 1996, Washington Post.

Preparedness

Of the four wars in my lifetime none came about because the United States was too strong.

-- Ronald Reagan

The strain on our military personnel and their families continues to grow as the services are being asked to do more with less, while the perennial promise of adequate budgets continues to be pushed further out into the future.

--Rep. Floyd D. Spence (R-S. C.), chairman of the House National Security Committee, March 4, 1996

As things heated up in the Pacific, Japanese leaders asked, "Where are the battleships?"

We better be prepared to dominate the skies above the surface of the earth or be prepared to be buried beneath it.

-- General Carl A. "Tooe" Spaatz

Psychology of Airpower

Air power is, above all, a psychological weapon--and only short-sighted soldiers, too battle-minded, underrate the predominance of psychological factors in war.

-- B.H. Liddell Hart (*Thoughts on War*, 173)

Public Support in War

The more people as a whole are brought to realize the truth about the war--pleasant and unpleasant--the better are they placed to accept its risks, endure its consequences, and turn to their advantage the facts which truth reveals.

-- J.F.C. Fuller (*Thunderbolts*, 16)

Changes in military systems come about only through the pressure of public opinion or disaster in war.

-- Billy Mitchell (*Winged Defense*, xviii)

Sacrifice:

Saving the lives of your fellow airmen is the most extraordinary kind of heroism that I know.

-- General Curtis E. LeMay

When I think of the enlisted force I see dedication, determination, loyalty and valor .

-- Chief Master Sergeant of the Air Force Paul W. Airey
First Chief Master Sergeant of the United States Air Force

As I prepare for this last mission, I am a bit homesick...Mother and Dad, you are very close to me, and I long so to talk to you. America has asked much of our generation, but I'm glad to give her all I have because she has given me so much

-- Sergeant Arnold Rahe U.S. Army Air Forces, WWII, Killed in Action over France...
from a letter to his parents

Speed in War

Of all qualities in war it is speed which is dominant, speed both of mind and movement--without which hitting-power is valueless and with which it is multiplied.

-- B.H. Liddell Hart (*Thoughts on War*, 164)

Every gain in speed increases not only the attacker's security but the defender's insecurity. For the higher the speed the greater the chance of, and scope for, surprise. Speed and surprise are not merely related; they are twins.

-- B.H. Liddell Hart (*Thoughts on War*, 170)

In order not to be left behind, we must work fast--clay feet are irreconcilable with the lightness of wings.

-- Giulio Douhet (*Command of the Air*, 81)

Again, speed in action must be cultivated; the power to think quickly in an emergency is one of the greatest assets both of the boxer and the commander; and the power to move quickly often gives to a body of troops, as to a boxer, the advantage of surprise.

-- Field Marshal A. Wavell (*The Good Soldier*, 153)

Strategy

War is “too serious a business” for the destinies of nations to be controlled by mere strategists. There is a need for the wider horizon of grand strategy, which embraces the state of peace that lies beyond every war.

-- B.H. Liddell Hart (*Thoughts on War*, 44)

In peace we concentrate so much on tactics that we are apt to forget that it is merely the handmaiden of strategy.

-- B.H. Liddell Hart (*Thoughts on War*, 48)

The dead hand of Clausewitz on the strategy of his country's *opponents* may well be counted as his supreme patriotic legacy.

-- B.H. Liddell Hart (*Thoughts on War*, 135)

An important difference between a military operation and a surgical operation is that the patient is not tied down. But it is a common fault of generalship to assume that he is.

-- B.H. Liddell Hart (*Thoughts on War*, 231)

Grand strategy depends upon policy, and policy upon political knowledge of war. If this knowledge is nil, policy will be nil, and grand strategy will follow suit. In other words, generalship becomes impossible.

--J.F.C. Fuller (*The Army in My Time*, 162)

Surprise in War

Surprise is the master-key of war

-- B.H. Liddell Hart (*Thoughts on War*, 121)

Movement generates surprise, and surprise gives impetus to movement. For a movement which is accelerated or changes its direction inevitably carries with it a degree of surprise, even though it be unconcealed; while surprise smoothes the path of movement by hindering the enemy's counter-measures and counter-movements.

-- B.H. Liddell Hart (*How to Win Wars*, 160)

Target Selection

The real target in war is the mind of the enemy commander, not the bodies of his troops. If we operate against his troops it is fundamentally for the effect that action will produce

on the mind and will of the commander; indeed, the trend of warfare and the development of new weapons--aircraft and tanks--promise to give us increased and more direct opportunities of striking at this psychological target.

-- B.H. Liddell Hart (*Thoughts on War*, 48)

In determining the role of mechanized forces, let us hark back to Napoleon's "the whole secret of the art of war lies in making oneself master of the communications."

-- B.H. Liddell Hart (*Thoughts on War*, 53)

It is the function of grand strategy to discover and exploit the Achilles' heel of the enemy nation; to strike not against its strongest bulwark but against its most vulnerable spot.

-- B.H. Liddell Hart (*Thoughts on War*, 152)

Technology in War

History shows us that no entirely new weapon has radically affected the course of any war; that the decisive weapon in a war has always been known, if but in a crude and undeveloped form, in the previous war.

-- B.H. Liddell Hart (*Thoughts on War*, 26)

For Clausewitz, in his masterly analysis of the mental and physical spheres of war, neglected the material--man's tools. If he thereby ensured to his work an enduring permanence, he also, if unwittingly, ensured permanent injury to subsequent generations who allowed themselves to forget that the spirit cannot win battles when the body has been killed through failure to provide it with up-to-date weapons.

-- B.H. Liddell Hart (*Thoughts on War*, 158)

Tradition

No tradition is worth having in a fighting force except a tradition of success.

-- MRAF Sir Arthur Harris

So long as we allow tradition, in place of science, to dictate the allocation of our defensive expenditure, we shall dissipate vast sums on pseudo-security, enfeeble our diplomacy and betray the cause of peace.

-- P.R.C. Groves (*Behind the Smoke Screen*, 14)

Ubiquity of Airpower

And in the air are no streets, no channels, no point where one can say of an antagonist, "If he wants to reach my capital he must come by here." In the air all directions lead everywhere.

-- H.G. Wells (*The War in the Air*, 247)

War Termination

Self-interest as well as humane reasons demand that warring nations should endeavour to gain their end--the moral subjugation of the enemy--with the infliction of the least possible permanent injury to life and industry. For the enemy of to-day is the customer of tomorrow, and often the ally of the future.

-- B.H. Liddell Hart (*Thoughts on War*, 42)

Victory is not an end in itself. It is worse than useless if the end of the war finds you so exhausted that you are defeated in the peace. Wise statesmanship must aim at conserving strength so as to be still strong when peace is settled.

-- B.H. Liddell Hart (*Thoughts on War*, 47)

We, the willing, led by the unknowing, are doing the impossible for the ungrateful. We have now done so much for so long with so little, we are now capable of doing anything with nothing.

-- Author *unknown*.

Hard pressed on my right. My center is yielding. Impossible to maneuver. Situation excellent. I am attacking.

-- Ferdinand Foch-- at the Battle of the Marne

Strategic air attack is wasted if it is dissipated piecemeal in sporadic attacks between which enemy has an opportunity to readjust defenses or recuperate.

-- General H. H. "Hap" Arnold