

area while the enemy was still in a sense of shock from the nuclear explosion, we would be able to exploit his temporarily weakened condition.

Rewriting the manuals and teaching the students new ideas gave me a great feeling of satisfaction. I felt we were contributing in a major way revolutionizing the thinking of our younger officers and advancing the Army's professionalism. We got the Infantry School out of the rut of simply indoctrinating officers by encouraging them to think for themselves.

Q: How did you deal with the students who were concerned that teaching tactics applicable to Korea was not the type of war they might have to fight in the future?

A: You've raised an important question. The answer is that we had to hedge our bets. We had to admit we didn't know what kind of wars we would have to fight in the future. The more probable wars we would have to fight were the kind we experienced in World War II. Therefore, we had to pay a lot of attention to possibilities of a return to set-piece warfare. But we were concerned that the lessons learned from Korea could be put to great advantage in other wars. More fire power and greater mobility were basic elements which could enhance all types of operations.

At the same time, we were thinking about the kind of warfare we later encountered in Vietnam. I don't want to claim that we predicted what was going to happen in Vietnam. But we did pay a great deal of attention to the use of helicopters in guerrilla warfare situations.

Armed Forces Staff College

Q: When you left the Infantry School, I take it you went to the Armed Forces Staff College. What was that like?

A: The Armed Forces Staff College was a breeze. It was like a vacation to me because I was the senior officer at the course. The relaxing atmosphere gave me an opportunity to get to know officers of the other services. I was also able to read a great deal. It was a broadening experience, a break from the intense period at Fort Benning and a welcome sabbatical. I had few responsibilities and could just sit back, think and enjoy life.

Q: Did you have any contemporaries or friends at the college?

A: Yes, several of my West Point classmates were there. I remember one classmate in particular, Robert “Woody” Garrett. I also made lasting friendships with officers of other services, such as Captain Cy Young who got to command a nuclear submarine. He was godfather to my son John who was born at Norfolk. I made another friend, an Air Force officer, Vincent Rethman, from whom I learned a great deal about Air Force doctrine. All in all, it was an enjoyable time; the six months passed quickly.

Q: After that school assignment you were sent to Paris, first as deputy secretary of the general staff to General Gruenther and later secretary of the general staff to General Norstad. What did those jobs involve?

A: I went from a low-key assignment at Norfolk to a very high-key job in Paris. General Gruenther was highly demanding. He expected his staff to work at white heat 12 hours a day. I was motivated to work hard at this job because General Gruenther looked to the secretary of the general staff to run the entire staff. He used his chief of staff, the usual person to run the staff, as a second deputy.

Most of the officers who had been Gruenther’s secretaries of the general staff either suffered nervous breakdowns or had heart attacks. Because General Gruenther was highly demanding, it was a stressful operation. I was at first deputy to Colonel [later general] Jerry Folda. When I joined him he was close to burnout.

Q: **Did you** become the secretary of the general staff to General Gruenther?

A: Yes, after a year as his deputy I took over from Folda and became the secretary of the general staff to General Gruenther. Six months later General Norstad became SACEUR. I stayed on with him as his secretary of the general staff.

Secretary of the Staff, Supreme Headquarters, Allied Powers

Q: Could you tell me what you consider as high points of your assignment in France with SHAPE [Supreme Headquarters Allied Powers, Europe]?

A: Some of the high points were procedural and others were substantive.

On the procedural side, we brought the first Germans into SHAPE. I made the original contacts with the German government, selected two officers to come to the staff and decided where to assign them. We put one in the operations directorate