

Mathematics of Transportation & Supply

FOR WANT OF A NAIL. *The Influence of Logistics on War.* By Hawthorne Daniel; Foreword by General Brehon Somervell. New York: Whittlesey House. 1948. 296 pp. \$3.75.

Reviewed by
BRIGADIER GENERAL DONALD ARMSTRONG

GENERALS and admirals and their staffs plan campaigns. That is strategy. They fight battles and these combat operations are known as tactics. A third element determines the success or failure of strategy and tactics. This is called logistics. A large part of an army, a fleet, or an air force, and nearly the entire civilian population today play a role in logistics. What they accomplish in producing and distributing the resources needed to implement strategy and tactics controls the outcome of war.

The late war was above all an operation in logistics. The vast numbers of planes and weapons of all kinds, the trucks and jeeps, the artificial harbors and long pipe lines for supplying gasoline, the food, clothing, and medical supplies that maintain armies fit for combat with superiority in materiel have not been forgotten. But it is less evident that even in the remote past logistics has governed strategy and tactics. Mr. Daniel reminds us that there is nothing new under the sun; that supply and transportation in war have frequently changed the destinies of nations.

In his studies of a half dozen wars and campaigns, from Washington's surprise attack at Trenton to the Allied invasion of France in 1944, Mr. Daniel offers convincing proof of the controlling influence of logistics on the outcome of war. His emphasis is usually on the reasons for failure rather than the grounds for success. For example, consider his first case history of logistical error. The British Army under Cornwallis pursued Washington's ragged host of a few thousand men across New Jersey. The American general sent instructions to gather all available boats on the Delaware to facilitate his crossing the river and to prevent the British from following him over this unfordable stream. After Cornwallis was halted at the river's edge, because he had through a grievous blunder in planning provided no boats or pontoons, another mistake followed. The British widely dispersed their troops in winter quarters in towns that were not mutually supporting. These two logistical errors committed by the British enabled Washington's strategy and tactics to

create the turning point of the Revolution.

Mr. Daniel summarizes most effectively the course of our Civil War from the point of view of logistics. In spite of the superiority in strategy and tactics that characterized so much of the South's military operations, they failed and they were almost inevitably doomed to failure, because of their economic inferiority. The effective blockade prevented imports, and the lack of industries and the poor roads and railroads made supply and transportation increasing obstacles to military success. Grant's operations in the West and Sherman's march

to the sea moreover deprived the Confederate states of the agricultural resources of the occupied areas. Appomattox was the result of logistics rather than strategy or tactics.

So it goes with the other examples cited from military history. Mr. Daniel correctly assesses the logistical errors in the Peninsular War, Napoleon's Moscow Campaign, the Sudan Campaign, and the invasion of Europe in 1944. General Somervell, one of our most distinguished logistical experts, in a noteworthy foreword writes:

Coming as it does from a non-military man, its objectivity should be a strong recommendation to any who are interested in this vital subject, one which may well be the key to our ability to perpetuate our way of life.

Your Literary I. Q.

By Howard Collins

CLOSING LINES OF FAMOUS POEMS

Here are the closing lines of twenty well-known poems by as many different poets. Can you name the poets? Allowing five points for each correct answer, a score of sixty is par, seventy is very good, and eighty or better is excellent. Answers on page 16.

1. What immortal hand or eye
Dare frame thy fearful symmetry?
2. There, that is our secret! go to sleep;
You will wake, and remember, and understand.
3. Liberty's in every blow!—
Let us do or die!
4. A mind at peace with all below,
A heart whose love is innocent.
5. O, then we'll wed, and then we'll bed—
But not in our alley!
6. For he on honey-dew hath fed,
And drunk the milk of Paradise.
7. I am the master of my fate;
I am the captain of my soul.
8. About the woodlands I will go
To see the cherry hung with snow.
9. "Beauty is truth, truth beauty,"—that is all
Ye know on earth, and all ye need to know.
10. Poems are made by fools like me,
But only God can make a tree.
11. I warmed both hands before the fire of life,
It sinks, and I am ready to depart.
12. I could not love thee, Dear, so much,
Loved I not Honour more.
13. If these delights thy mind may move,
Then live with me and be my Love.
14. Haply I may remember,
And haply may forget.
15. One crowded hour of glorious life
Is worth an age without a name.
16. Then come kiss me, Sweet-and-twenty,
Youth's a stuff will not endure.
17. The trumpet of a prophecy! O, Wind,
If Winter comes, can Spring be far behind?
18. But the tender grace of a day that is dead
Will never come back to me.
19. Give me but what this ribband bound,
Take all the rest the sun goes round.
20. But she is in her grave, and, oh,
The difference to me!

Morale. *The urgent theme of the hour, the immediate preoccupation of all thinking men, is "the moral breakdown in our civilization," as Lewis Mumford calls it (SRL June 26). Two books, to be reviewed next week, point the finger of blame towards scientific materialism—Charles Lindbergh's "Of Flight and Life," and Aldous Huxley's novel, "Ape and Essence," which depicts a shattered world of the future prey to apes and priests of the devil. . . . Is science really to blame for our plight? The "inspirational" books reviewed below would suggest rather that salvation lies in a morally responsible use of scientific techniques. Physical rehabilitation, described by David Hinshaw, is the brain-child of modern medicine and psychology; Mrs. Overstreet's lectures on "How To Think About Ourselves" depend upon sociological techniques; while the psychologist, Dr. Ligon, calls for a welding of religion and science.*

Changing 23,000,000 Lives

TAKE UP THY BED AND WALK.
By David Hinshaw - Putnam. New York: G. P. Putnam's Sons, 1948. 262 pp. \$2.75.

Reviewed by BETSEY BARTON

A FEW weeks ago, at the graduation ceremonies of the Institute for Crippled and Disabled in New York City, we in the audience were extremely impressed by what we saw. We watched while a veteran who had been shot through the back in Italy, and is paralyzed from the chest down, struggled to his feet and walked on braces and crutches over to the stage to receive a citation honoring his courage in learning to live again. We watched while fifty other graduating men and women, suffering from different types of disabilities, made their way to the stage and received their diplomas. And we knew that the diploma symbolized victory over a handicap to each of its recipients, and the start of a useful life.

In his vivid and inspiring book, "Take Up Thy Bed and Walk," David Hinshaw makes it clear that as short a time as fifteen years ago, such a scene would have been impossible. The veteran would have died soon after his injury. The other men and women would have received medical care following their accident or disease and then been sent home, without retraining, to learn to get around as best they could, or to spend their days in a wheelchair.

The science of physical rehabilitation has made this enormous change in the lives of the twenty-three million disabled in this country possible. It is still an infant science, but Mr. Hinshaw describes its origin and development excitingly, placing special emphasis on the pioneer role of the institute as the first rehabilitation

center in this country, and giving due credit to the amazing amount of knowledge brought out during World War II by the armed forces.

The promise of rehabilitation is a peculiarly democratic one: that all men, no matter how unequally endowed, must be given an equal chance. Such concern for the welfare of the invalid does not exist everywhere even today, and its existence here is relatively new. Mr. Hinshaw traces the evolution in attitude toward the disabled and charts these stages of development: extermination, ridicule, custodial care, and now, finally, education.

Primitive societies, he writes, put to death those who could not carry their weight and fulfill their duties within the tribe. During the Middle Ages, the deformed and maimed were beggars or jesters, ridiculed and outcast. With the dawning of social consciousness in Europe, asylums were provided where the invalid could at least

live in peace and be fed. But these asylums were primitive and filthy (as are many of our insane asylums still today) and it was not until this century that the problems of the disabled received enlightened medical and public attention for the first time following World War I.

Since then, the advance in all branches of medicine has been phenomenal. Not the least of it has been the increase in understanding of the true nature of man, resulting in a change in therapeutic emphasis. We now know that a man is a mind-body organism who functions in relation to a family and a past and a society, and that his separate sides cannot be treated independently if he is to regain his usefulness, but must be treated as a whole. Thus rehabilitation is a complex process involving the teamwork of many technicians: doctors, physiotherapists, psychologists, occupational therapists, vocational guidance experts, social welfare workers, and vocational trainers. To quote Mr. Hinshaw: ". . . we have entered the sixth stage of development, the stage of intensive rehabilitation of every disabled person, in keeping with the facts of his *total* personality and his *total* environment."

Perhaps the most appealing parts of this book (since our capacity for visualizing statistics is so limited) are those which Mr. Hinshaw devotes to telling the stories of various disabled people he has known, and those paragraphs which show clearly his humble admiration of the effort that so many of them are called upon to make.

You and I who are physically whole [he writes] can dress ourselves, tie our shoes and ties, comb our hair, swing on busses or trains, drive cars, play tennis or golf, dance or swim, or do anything else pleasure or responsibility requires. In contrast, these men and women, boys and girls, because of disease or accident, are unable to do these natural or normal things until after months, in some cases years, of repetitious and torturing effort. To learn only how to make simple, natural body movements calls for heroic mastering of the mind and spirit. Immanuel Kant once said two things filled him with awe: the starry heavens and the moral law. After having seen the physically handicapped struggle to master their fates, I am convinced that Kant's list of awesome things should include their heroism.

Once they have made the effort to retrain themselves, the disabled prove to be excellent workers in their jobs, whose presence in an organization is a morale builder and whose records of application and diligence often outshine those of their healthier fellows. Mr. Hinshaw closes his book with an outline of the need for more rehabili-



—Roy Justus in Minneapolis Sunday Tribune.
"O, Say, Can You See . . . ?"