

of Washington, who conducted and won an eight-year war for independence against incredible odds; the tenacity of Grant, who said "We'll fight it out on this line if it takes all winter"; the tenacity of Lee, whose bare-footed, half-starved soldiers literally worshipped him, whether in victory or defeat;—these examples are proverbial over the wide-world of American military leadership and military genius.

We can feel confident that the American love of freedom, the hatred of tyranny, the will to do-or-die, if you will,—that these things are still quick in American hearts today, and will not fail us in any emergency. Brave soldiers—brilliant leadership in the field and on the seas—yes! But these alone will not insure our national safety. We must have solidarity at the core. We must have, in a single phrase, *unity of purpose* throughout the whole frame and substance of our national being.

Or let us take this matter from another viewpoint. It is not necessary to prove that we are living in a mechanized age. We cannot go from home to office without showing our dependence on machinery. In the most literal sense, the horse and buggy days are gone. The world will leave us standing on the doorstep if we wait for old Dobbin to be hitched up to the shay. The automobile, the airplane, the telephone, the radio, are words so commonplace they are on the tongues of every child.

Our peace-time ways of living are geared to machinery—and the way of living has been panzerized, so to speak. Here again we have led the world. Call the roll of American inventors—Fulton, Edison, the Wright brothers—as many as you wish. American genius has expressed itself clearly and repeatedly. The skill of free American Labor has out-produced the sweat shops of the world. It has done so in peace—it has done, and can again do so in war.

Confidence—yes! The American talent for invention—the American skill at mass production—these we are proud of; these we can count on.

Are they sufficient unto themselves? Candidly and for the record, they are not! No nation can survive without unity of purpose.

So let us investigate our strength. No one can deny that it is great. No one can gainsay our intention to "follow through" to the hilt. Yet it would be folly and negligence to say that our effort is at capacity—that our teamwork has reached perfection. Only a misguided person shuts his eyes to his own mistakes. Smugness was never yet an admirable trait. A person, or a nation, unable to see his or its faults will never improve. And to improve is what we have to do today. There are monkey wrenches in our machinery, there are corks in our bottlenecks, there are saboteurs at work against our national *unity of purpose*.

It is a time for being frank. The hour is to come to take off the gloves and come directly to grip with these matters that concern us so nearly and so vitally.

Who then—and what then—constitute the interference with America's all-out efficiency? I shall name a few.

First, there are those who might be called doubters. I mean those men you meet on the street or in your offices and shops and factories—yes, even in