

# 運籌帷幄-馬歇爾領導統御之道 (Marshall's Plans – General Helped Guide WWII Personalities for the Win)

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取材/2020 年 4 月美國陸軍月刊(ARMY, April/2020)

Although President Franklin Roosevelt was famous for letting members of his administration compete to get things done, Gen. George Marshall had his own way of deftly orchestrating major personalities—including the president himself—in assuring victory in World War II.

儘管第二次世界大戰期間，美國總統羅斯福因知人善任，對執政團隊成員充份授權而聞名於世，戰爭期間其任用馬歇爾將軍之擅長於調兵遣將與斡旋折衝，終為戰爭奠定勝利契機。

Marshall not only had to oversee and manage the global two-theater war against Germany and Japan, but he also constantly had to do battle over resources, strategies and priorities with Roosevelt, Congress, American industry CEOs, the U.S. Navy and the British high command, including Prime Minister Winston Churchill. He also had to assure that his key subordinate general officers—Dwight Eisenhower, Douglas MacArthur, Henry Harley “Hap” Arnold and George Patton Jr.—were successful.

戰爭期間馬歇爾不僅要在歐亞兩洲的戰場，運籌帷幄對抗德國及日本，更時常要為爭取戰爭資源及積極謀略戰爭策劃等相關軍國大計，而周旋於總統、國會、企業大老、美國海軍、甚至包括英國首相邱吉爾在內的高層之間。此外，還得確保其麾下艾森豪、麥克阿瑟、阿諾德(外號"哈普")及巴頓等名將，能依命令作戰，致美軍能在歐、亞兩大戰場上所向披靡。

In his relationships, Marshall sought problem-solving outcomes; he would give general guidance and expect the other party to deliver results without coming back to him for decisions. Some of Marshall's most important relationships, which were instrumental in shaping the course of World War II, follow.

馬歇爾與上述高階將領相處之道，在於他擅長發掘問題並尋求解決之道，此外馬氏會給將帥們全般性之政策指導及期待結果回饋，而不會要求他們事事請示。其中馬氏最重要的貢獻之一，即是在第二次世界大戰發揮他的影響力，掌控了戰爭的優勢，並因勢利導贏得最後戰爭勝利。



Army Chief of Staff Gen. George Marshall talks with a soldier during a tour of the beachheads of France on June 12, 1944.

圖為 1944 年 6 月 12 日馬氏時任美國陸軍參謀長，視察法國戰地灘頭堡與一名士兵交談。

## Roosevelt and Congress

### 與羅斯福總統和國會之間的關係

From a national security standpoint, Roosevelt's appointment of Marshall as chief of staff on Sept. 1, 1939, turned out to be the most important personnel selection of

Roosevelt's presidency, as he came to rely on Marshall to effectively conduct the global war effort and adroitly handle the Allies.

羅斯福於 1939 年 9 月 1 日任命馬歇爾擔任陸軍參謀長乙職，就國家安全的立場來觀察，確實是羅斯福總統任內最重要的一個人事任命案，他充分授權讓馬歇爾主導整個戰事的進行與靈活的處理各同盟國間的各項軍事合作事宜。

But there was a rocky start between the two men. At a well-attended meeting in the Oval Office on Nov. 14, 1938, Marshall, then deputy chief of staff of the Army, took issue with Roosevelt's stated intent to immediately produce 10,000 planes at a cost of \$500 million, then 20,000 planes per year after that, with many to be shipped to the U.K. and France. Marshall pointed out the flaws in that approach, which included no consideration of training a sufficient number of pilots and the critical need to also fund a buildup of the U.S. Army. The shocked attendees thought this spelled the end of Marshall's career. However, 10 months later, Roosevelt appointed him chief of staff, precisely because he spoke his mind, among other reasons.

但兩人一開始也經常發生齟齬，1938 年 11 月 14 日在白宮橢圓形辦公室內，羅斯福總統與時任陸軍副參謀長的馬歇爾，在軍事首長都出席的會議上，為了一項以 5 億美金立即產製 1 萬架戰鬥機，爾後每年再生產 2 萬架，其中多數飛機將運往英國及法國支援作戰，在這個議題上發生爭執。馬歇爾指出該項作法存有諸多缺失，包括未考慮到飛行員數量不夠及陸軍戰力整建亦需要有足夠之預算等狀況。當時與會的將領都認為，馬氏與羅斯福總統意見相左，將為他的軍人生涯劃下終點。然而 10 個月之後，羅斯福總統在將領諸多建議之中，只有馬歇爾的意見點出其心中深層的顧慮，因此任命他擔任陸軍參謀長職務。

At the outset of Marshall's appointment as chief of staff, Marshall persuaded Roosevelt to support his extensive mobilization plans for manpower and materiel, and secured congressional approval to finance this buildup, despite a powerful isolationist bloc in Congress and the country. Roosevelt (and later Harry Truman) astutely recognized that Marshall's gravitas and sterling reputation with the public and with politicians of all stripes enabled him to push initiatives through a Republican congress that the president would not be able to do.

儘管當時美國國內及國會中存在龐大的孤立主義者，馬歇爾接任陸軍參謀長職務後，積極即說服羅斯福總統，支持他的全力動員人力與物力之軍事計畫，

並獲得國會通過此項軍力整建案。羅斯福及後續接任的杜魯門總統，皆承認馬歇爾將軍的高尚人格特質，受到美國民眾及各黨派政治人物的好評，使其能夠在由共和黨所主導國會之中順利推動各項法案，當時就算是總統亦無能為之。

From 1942 on, Marshall had to juggle and reconcile Roosevelt's changing military priorities, usually based on Churchill's never-ending backdoor communications with the president. Per Roosevelt's decision, as Army chief, Marshall was responsible for oversight of the Manhattan Project that developed the atomic bomb. His influence on Capitol Hill assured funding support from members of Congress who did not have the proper clearances to be briefed on the project. While Roosevelt was expected to name Marshall as Supreme Allied Commander in Europe, he ultimately concluded he couldn't rely on any other officer to direct the global war effort—so Marshall's protege Eisenhower got the job.

從 1942 年起，馬歇爾得為羅斯福總統經常調整軍事事務之優先順序，而進行協調折衝，而這些變動通常是源自於英國首相邱吉爾與羅氏間從未間斷的私下連繫。身為陸軍首長，馬氏得執行羅斯福總統的每項決定，尤其是負責監督曼哈坦計畫中之原子彈研發與製造。馬氏在國會大廈中的影響力，確保了國會議員按時撥款支持該項必須保持機密的研發計畫。雖然羅斯福總統原本要提名馬歇爾出任歐洲戰場上盟軍最高統帥，但最終羅氏還是將馬歇爾留在身邊掌控全般戰爭作為，並由馬氏推薦艾森豪擔任盟軍最高統帥。

In order to maintain his apolitical, nonpartisan objectivity, Marshall was determined to avoid coming under Roosevelt's well-known "spell." So, he turned down invitations to join Roosevelt at Hyde Park, New York, and on the presidential yacht. Also, Roosevelt always called key figures by their first names, but when he first referred to Marshall as "George," the general signaled his displeasure. After that, Roosevelt always addressed him as "Gen. Marshall."

為了維持他中立、無政黨傾向的客觀立場，馬歇爾決定拒絕羅斯福總統對他個人的關愛，他婉謝參加總統故鄉紐約海德帕克鎮的家庭聚會，以及登上總統私人遊艇的邀約。另羅斯福總統喜歡直呼重要官員的名字，但馬氏首次被總統稱呼“喬治”時，他面露不悅之色。之後，羅斯福總統改以“馬歇爾將軍”稱呼他。

# Winston Churchill

## 與英國首相邱吉爾的關係

By early 1942, Churchill had come to realize that Marshall was the most influential figure of the Allied war commanders. Indeed, Marshall devised the structure of, and was the key driver in the deliberations of, the Combined Chiefs of Staff—a collaboration of the American and British chiefs of staff to develop and execute the Allied military conduct of the global war.

到了 1942 年初期，邱吉爾終於了解到馬歇爾係眾多盟軍野戰指揮官之中，是最具影響力的。確實在第二次世界大戰期間，馬歇爾籌劃了整個美國戰爭機器的結構，也是總綏英美聯軍兵符及主導軍事策略的重要推手。

Contrary to British policy, practice and wishes, Marshall insisted on and ultimately secured Allied approval of Unity of Command—a concept and command structure under which a single supreme commander in each theater would be responsible for ground, air and naval forces and operations. He determined that Operation Overlord, the cross-English Channel invasion of France, was the best way to win the war in Europe with the fewest possible Allied casualties. Marshall then singlehandedly ensured that Overlord would go forward as planned despite Churchill's continuing efforts to postpone or cancel it and shift invasion resources to the Mediterranean Theater and the Balkans.

有別於英國保守且被動的戰爭決策，馬歇爾始終堅持「統一指揮」的概念，即歐洲戰場由一名最高統帥總綏盟軍整個地面、空中及海上作戰兵力的指揮與調度，在他的努力下最終獲得各同盟國的支持。他將戰爭計畫定名為「霸王行動」，讓盟軍擬以最小的傷亡代價，橫渡英吉利海峽，向法國實施反攻，為贏得歐戰勝利的最佳戰爭方案。儘管此期間邱吉爾不斷的拖延，想要取消整個作戰計畫，甚至欲將作戰資源轉移至地中海及巴爾幹等戰場，惟馬歇爾能獨排眾議，力保「霸王行動」能確按計畫行動。

He ultimately prevailed over Churchill, the British Imperial General Staff and senior British field commanders who had a different agenda and mindset with respect to global military strategy, the optimal way to invade the European Continent, the conduct of the multitheater war and the preservation of the British Empire at all costs.

After the war, Churchill famously recognized Marshall as the “true organizer of victory.”

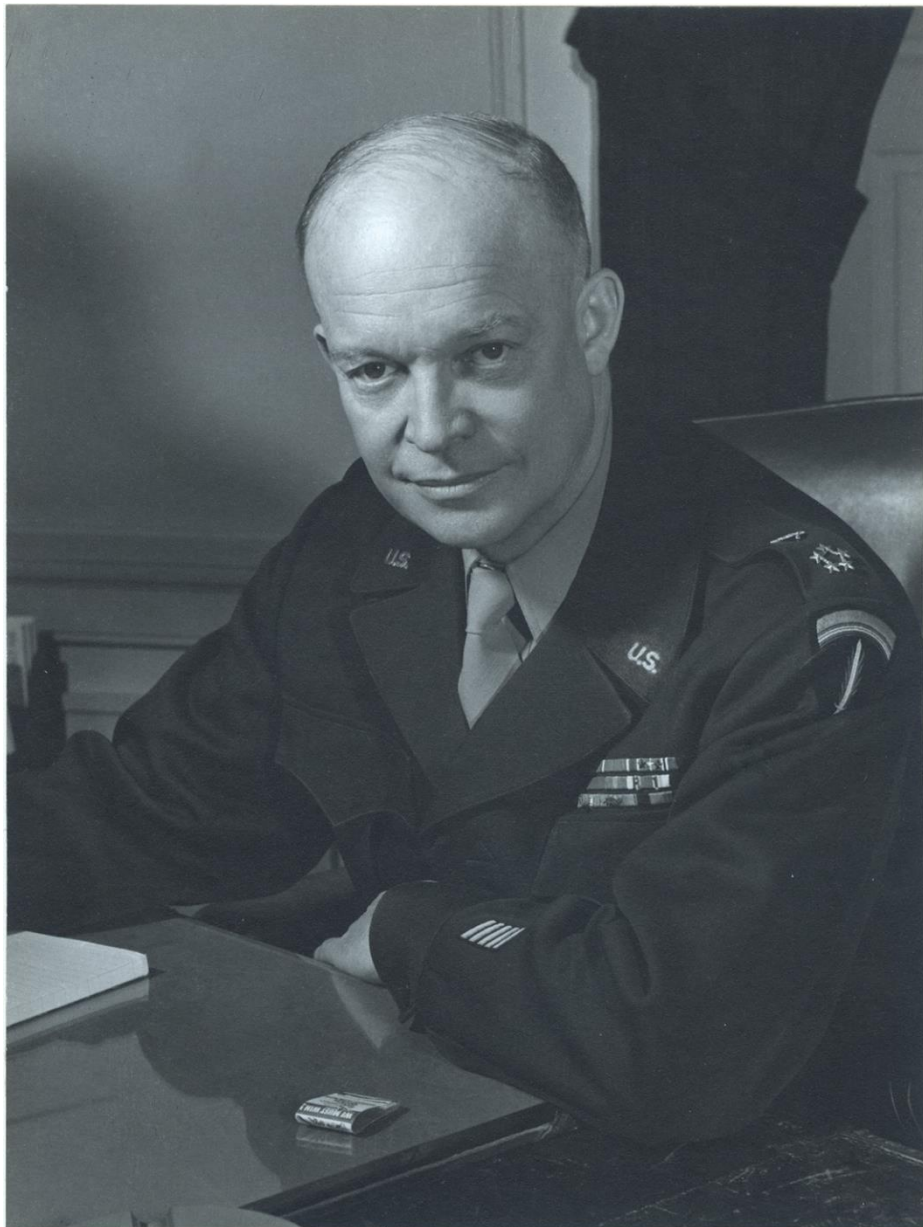
馬歇爾最終說服了對整個戰爭策略持有不同意見與想法的邱吉爾首相、英國王室及英軍所有野戰指揮官們，指出反攻歐洲大陸，開闢多個戰場係最佳方案，並將不惜一切代價，保護英國皇室周全。戰後，邱吉爾公開褒揚馬歇爾為二戰勝利之推手。

## Gen. Dwight Eisenhower

### 與艾森豪的相處之道

After Pearl Harbor, Marshall brought Dwight Eisenhower, a newly minted one-star general, to Washington on his War Plans staff. He groomed Eisenhower for high command, promoting him to three stars within eight months and assigning him to Europe as commanding general of the U.S. European Theater of Operations. After Eisenhower became Supreme Allied Commander in Europe, Marshall had to ensure his protege was successful. In this regard, he kept Eisenhower on a short leash—constantly providing back-channel guidance, bolstering his confidence, which flagged from time to time, and encouraging him not to go overboard in meeting British demands at the expense of U.S. strategies and interests.

珍珠港事件之後，他延攬艾森豪這位新科准將，到華府擔任戰爭計畫處長職務，更在 8 個月內提拔艾氏晉升中將，出任美軍在歐洲戰場的司令官。之後推薦艾森豪成為歐洲盟軍最高統帥，馬歇爾為了維護艾氏的指揮聲譽，強化他的自信心，不時對艾森豪提供意見與指導，有利其指揮作戰，並要求艾氏不可為了迎合英國的要求，而犧牲了美國的戰略利益。



*To my war-time Chief, George C. Marshall,  
the greatest figure of World War II, with admiration  
and lasting gratitude  
Dwight D. Eisenhower*

In a photo given to Gen. George Marshall, General of the Army Dwight Eisenhower wrote, “To my war-time Chief, George C. Marshall, the greatest figure of World War II, with admiration and lasting gratitude.”

艾森豪升任陸軍上將後，在贈與馬歇爾的照片中提註下列語句：謹向我的戰時上司，第二次世界大戰最偉大人物-喬治·馬歇爾，致上崇高敬意及永恆謝忱。

With Roosevelt close to death in early April 1945, Marshall was the final arbiter in the strategic decision proposed by Eisenhower to forego a drive to Berlin in light of three principal factors: Soviet forces were already close to the German border; the Yalta agreements made it impractical; and it would have meant many more U.S. casualties, which were not necessary to win the war.

This meant the primary focus of the campaign was shifted from British Field Marshal Bernard Law Montgomery to U.S. Gen. Omar Bradley, which did not please the British. Moreover, because he placed Eisenhower in a position to become the most famous face of victory in World War II, Marshall ultimately helped put Eisenhower into the Oval Office.

隨著羅斯福總統於 1945 年 4 月上旬過逝，馬歇爾成為艾森豪向德國柏林攻擊戰略構想的仲裁者，而上述決議係基於下列 3 項因素：蘇聯大軍已逼進德國邊界；雅爾達密約讓上述策略變得不切實際；導致美軍大量傷亡，非贏得戰爭之所需。這意謂此一戰役的關注焦點，將由英國大將蒙哥馬利轉移到美軍將領布萊德雷身上，此舉讓英方大為不悅。此外，馬歇爾讓艾森豪坐上第二次世界大戰勝利最重要功臣之位，最後也順利將艾氏推上美國總統的寶座。

## Gen. Douglas MacArthur

### 與麥克阿瑟的相處之道

Marshall also played a key role in planning and prioritizing operations in the Pacific and European Theaters. This meant skillfully supporting MacArthur while keeping him under control. Marshall was widely recognized as the only general officer who could do so in light of MacArthur's monumental ego and rogue operating style.

馬歇爾在太平洋及歐洲戰場的戰爭計畫及優先主從上亦扮演關鍵角色，這代表在某些程度上幫助了麥克阿瑟將軍，也更巧妙地將其牢牢的控制在自己的麾下。而馬歇爾更是被公認為，唯一能將具有倜儻不羈及豪放灑脫風格的麥克阿瑟收服的將官。

MacArthur was too self-centered to appreciate that Marshall was his best ally in Washington during the war. Without Marshall's approval, MacArthur would never

have been allowed to lead a second Pacific Theater thrust toward Japan, since the U.S. Navy vehemently opposed this two-pronged approach. Contrary to widespread belief, Marshall always backed MacArthur as best he could.

Following MacArthur's arrival in Australia after his withdrawal from Corregidor, the Philippines, Marshall steered the effort to award MacArthur the Medal of Honor, and personally wrote the citation, principally to give the American people a hero to rally behind in those early dark days of the war.

由於麥克阿瑟的行事作風總以自我為中心，因此，二戰期間在華府馬歇爾成為欣賞麥氏的最佳盟友。若沒有馬歇爾的支持同意，麥氏斷無機會在太平洋開闢第二戰場，並以鉗型攻勢向日本本土進軍。有別於多數人的看法，馬歇爾總是盡其所能的支持麥克阿瑟。在麥克阿瑟自菲律賓的科雷希多島撤退至澳大利亞後，馬歇爾獨排眾議為麥克阿瑟將軍爭取到最高榮譽的「榮譽獎章」，並親自書寫勳獎令，苦心孤詣為美國人民塑造一名英雄，用以激勵人心，掃除戰爭所帶來的陰霾。

One known instance when Marshall had to take issue with MacArthur was when Marshall reprimanded him in late 1944 for monopolizing cargo vessels, which were needed for operations in other theaters. Both Roosevelt and Truman were leery of MacArthur's penchant for doing things his way and his well-known political ambitions, and relied on Marshall to keep him in line.

馬歇爾曾與麥克阿瑟引起爭論的著名例子，即是 1944 年末期馬氏為了麥克阿瑟想獨佔用於其他戰場的運輸艦艇，而訓斥麥氏乙事。羅斯福及杜魯門兩人早對向來好大喜功且政治企圖心強烈的麥克阿瑟起了戒心，而不得不仰賴馬歇爾來箝制麥克阿瑟。

## Gen. George Patton Jr.

### 與巴頓的相處之道

Marshall regarded Patton as the Allies' best fighting general, based on Marshall's recognition of Patton's unique armored force credentials and audacious offensive mindset. This perspective dated from World War I and was reinforced in the interwar years by Patton's superior performances during military exercises.

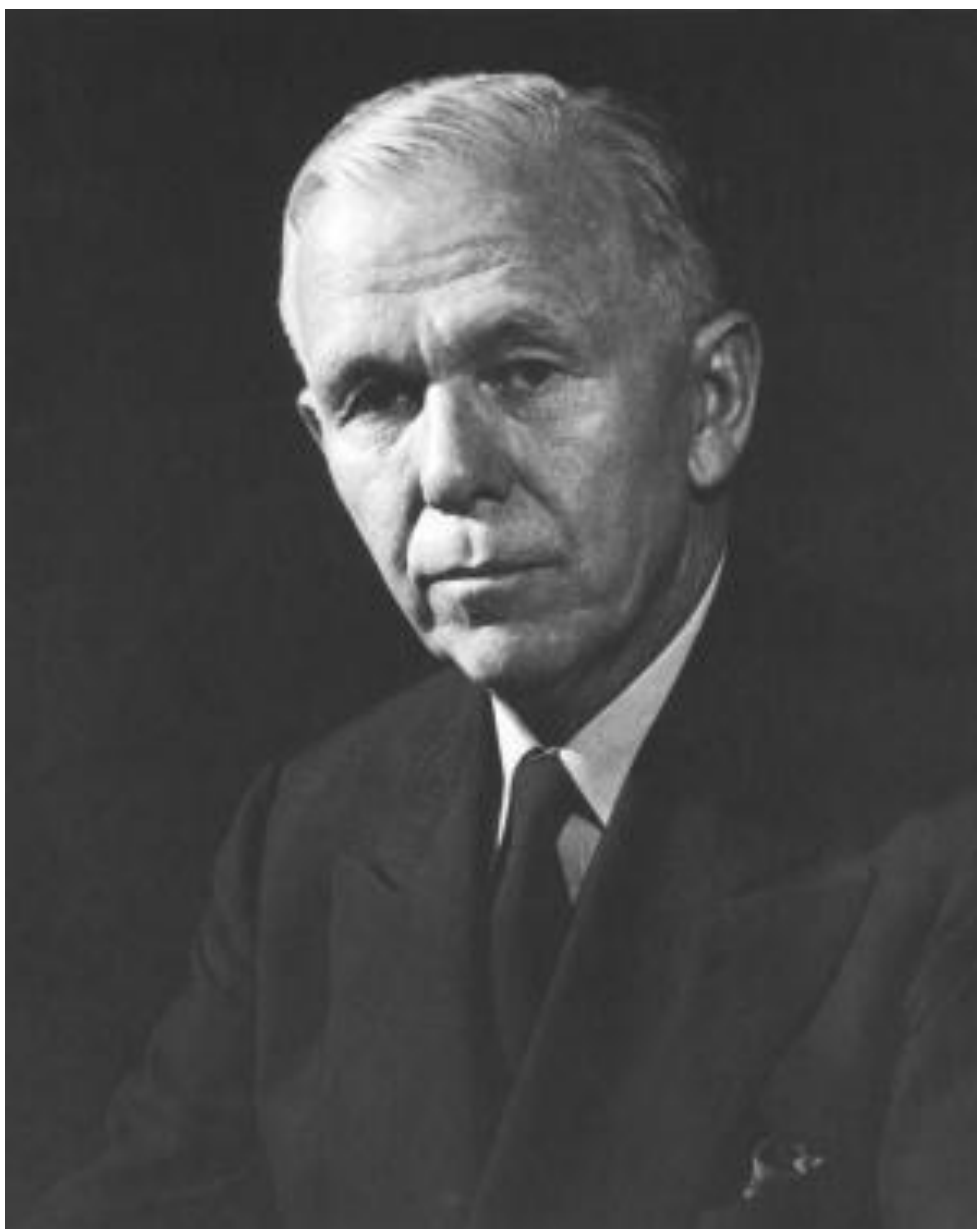
馬歇爾依據巴頓手下裝甲雄師所向無敵的戰功及其本人身先士卒與步步進逼的戰鬥作風，封巴頓為盟軍將領中最勇猛的戰將，此項封號可追溯至第一次世界大戰期間巴頓部隊的獨特信譽，並於戰後及第二次世界之間歷年來軍事演習中，巴頓的豐功偉績，給馬歇爾留下了深刻的印象。

After Marshall became chief of staff in fall 1939, he promoted Patton twice by spring 1941, to brigadier general and major general. But Marshall also realized that Patton could sometimes be a loose cannon and that he required careful monitoring. Despite Patton's personality flaws, Marshall was instrumental in assuring he was able to make significant contributions to the war effort.

1939 年秋天馬歇爾接任陸軍參謀長之後，曾於 1941 年春天到來之前，兩度將巴頓晉升為準將及少將。雖然提拔巴頓，馬歇爾亦深知巴頓若未能細膩掌控，有時候也會成為失控的火砲。儘管存有性格上的缺點，馬歇爾仍大力推薦巴頓，為打贏戰爭的勝利作出重大貢獻。

When Patton became embroiled in a series of embarrassing incidents in the summer of 1943 and the spring of 1944 that caused a tremendous backlash in Washington (soldier slappings and an inappropriate briefing to a women's club), he left Patton's fate up to Eisenhower. However, Marshall told Eisenhower that the key factor in his decision regarding Patton's fate should be to not weaken Overlord's combat capabilities. Eisenhower got the message and retained Patton in a key command role. Thus, Marshall basically saved Patton's career, enabling him to gain fame and glory as commander of Third U.S. Army.

1943 年夏天及 1944 年春天，巴頓因爆發連串事件引發華府不悅，致身陷風暴中(分別為掌摑士兵及婦女俱樂部失言事件)，馬歇爾將巴氏的命運交由艾森豪決定並告訴艾氏：處理巴頓事件的主要關鍵，在於不可削弱霸主行動的戰力；艾森豪瞭解當中含意，並將巴頓留任重要的指揮職務上。此舉不僅保住了巴頓的軍人生涯，更讓巴氏得以洗刷聲名及風光接任第 3 軍團指揮官職務。



George Marshall as secretary of state.

馬歇爾接任國防部長時照片

## Other Relationships

### 其他人物的處事之道

Although Fleet Adm. William Leahy, Roosevelt's personal chief of staff, was nominally chairman of the Joint Chiefs of Staff, all members—as well as those in the

British high command—recognized and acknowledged Marshall was “first among equals” and the prime driver of the group.

雖然海軍上將雷希名義上是參謀首長聯席會議主席，卻也是羅斯福總統的私人幕僚長，渠等與其他聯席會議成員及英軍高層，皆認同馬歇爾不僅係“菁英中的佼佼者”，更是此一優越集團中的推手。

Marshall's close working relationship with the acerbic Fleet Adm. Ernest King, commander in chief of the U.S. Fleet and chief of naval operations, was crucial in orchestrating a balance in U.S. strategy between the European and Pacific Theaters. This close relationship also ensured mutual cooperation between MacArthur and Fleet Adm. Chester Nimitz, commander in chief of the U.S. Pacific Fleet and Pacific Ocean Areas, since the two-pronged thrust in the Pacific meant there was no primacy of command and control over military and naval operations in that theater.

馬歇爾與個性尖刻的美國海軍艦隊總司令及作戰部長金思上將的緊密工作關係，對調節歐洲及太平洋戰場的作戰策略發揮關鍵性作用。由於在太平洋戰場上對日本進行海、陸進逼的鉗型攻勢，意謂此作戰行動在海、陸軍的指管作戰並無主從之分，因此馬與金兩人的相處之道，亦確保了麥克阿瑟與太平洋地區海軍艦隊總司令尼米茲上將，兩位高階將領之間的相互合作關係。

Marshall provided key aircraft production, materiel, organizational and command support to U.S. Army Air Forces commander Gen. Arnold, enabling the underdeveloped air arm to rapidly grow and maximize the use of strategic and tactical air power, in many cases overriding the views of senior Army and Navy officers. This initiative turned out to be instrumental in winning the war. Marshall also insisted Arnold be a member of the Joint Chiefs of Staff and the Combined Chiefs of Staff.

馬歇爾提供陸軍航空隊司令阿諾德上將，關鍵的飛機產製、裝備物資、組織及指揮上的援助等，讓萌芽中的航空兵力迅速發展，並在空戰中發揮戰術及戰鬥效能，其中許多戰例更讓高階海、陸軍將領刮目相看，在戰爭勝利上，居功厥偉。馬歇爾亦堅持升任阿諾德上將，成為聯合參謀首長會議成員及聯合軍種參謀長。

While Overlord was opposed by the British high command until late in the war, it was strongly supported by Soviet dictator Josef Stalin as providing an all-important

second front in Europe. Stalin came to greatly admire Marshall's strategic acumen and supreme generalship, and would put his arm around Marshall as a display of this admiration.

雖然霸王行動在戰爭初期遭到英軍高層的反對，卻受到蘇聯獨裁者史達林的強力支持，成為事關重大的歐洲第二戰線。史達林讚賞馬歇爾的戰略策畫能力及卓越的御將之道，為展現他的佩服之心，致全力支援馬氏的戰爭作為。

When Roosevelt died, Truman was quick to recognize that Marshall was the one indispensable man in closing the Allied victory. This confidence led Truman to later tap Marshall as secretary of state and then secretary of defense.

羅斯福過逝之後，杜魯門迅速承認馬歇爾是終結戰爭的不二人選，此一信任讓杜氏不久之後提名馬氏為國務卿之後更成為國防部長。

Through his foresight, brilliance, exacting standards, tenacity, integrity and the force of his personality, Marshall was able to master relationships with the other giant personalities of World War II in meeting countless challenges.

透過前瞻、卓越眼光，運用高標準、堅毅、正直等人格特質，馬歇爾成功領導第二次世界大戰期間的重要人物，成功克服了各項無止盡的困難與挑戰。

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