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d. We must speak of unification not from the standpoint of current discussions of a merger of the armed forces, but from the standpoint of integrated, unified effort of the armed forces. Team-work will be even more vital in the future, not only between the present three services as we now think of them, but within these services. There is required a versatility in thought, training and experience, and a way of thinking which results in eliminating the outmoded artificial barriers of branches and services.

2. It is suggested you might, in your talk, state that General Spatz, General Devers and the chiefs of your staff divisions will follow you and discuss the broad policies and objectives of the War Department, which pertain to their respective responsibilities.

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