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Influence of George Marshall on the World War II
and post-war Europe

Content

Abstract	4
Introduction	5
1 Early life	6
1.1 Education	6
1.2 Virginia Military Institute	7
1.3 Graduating	8
1.4 Wedding	9
1.5 Early life – Evaluation	9
2. First officer experience	11
2.1 First officer experience - Evaluation	13
3. The First World War	15
3.1 United States enter the war	15
3.2 Marshall and Pershing	16
3.3 Winning the war	17
3.4 The First World War – Evaluation	18
4. Between the wars	20
4.1 Between the wars– Evaluation	23
5. Preparations for the World War II	24
5.1 Chief of Staff	24
5.2 Waking up the giant	25
5.3 Aid to Britain	26
5.4 The mobilization	27
5.5 Preparations for the World War II – Evaluation	28
6. World War II	29
6.1 Invasion into Europe	30
6.2 Operations in North Africa and the Mediterranean	30
6.3 Back to the United States	31
6.4 Pearl Harbor investigation	32
6.5 World War II - Evaluation	33
7. After the Second World War	34
8. Marshall Plan	35
8.1 Marshall Plan – Evaluation	37
Conclusion	38
Sources	40
Annotation	42
Resumé	43

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Declaration

I hereby declare that I worked on this thesis on my own and that I only used the sources listed in the bibliography.

V Olomouci dne 20. 4. 2023

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Abstract

This thesis focuses on American soldier and statesman George Catlett Marshall. It follows him throughout his life and career, as he went through education and gathered experience in the First World War to then greatly influence the Second World War and the following political development in post-war Europe. It describes what his role was in the conflict and in the creation of the financial aid to war-scarred Europe, which was not only a big economic mission, but more importantly a political one.

Introduction

George Catlett Marshall is one of the most important figures of the Second World War era. He is often praised as one of the greatest generals the United States ever produced but he didn't reach glory leading troops into battle. His great contribution to the military was found somewhere else and this thesis aims to describe how exactly did the progress-hungry officer climb all the way to the top of the army ranks and from there, how did the great general earn his right to be compared to the greatest American leaders.

The thesis follows Marshall all the way from the beginning of his life, showing how he gradually built up his abilities throughout his postings and in the Great War to eventually become the man who constructed the victory of the Allies and democracy in the Second World War, and it also captures his political importance for the post-war Europe. Many people believe that the Marshall was the author of the Marshall Plan but that is not the case, and this thesis describes what exactly was his role in the creation.

The main biographies used as source of information for the thesis were by an American historian Irwin Unger and English Robert Payne. While Unger's biography is more focused on facts and details of events, Payne is more focused on following Marshall's mind and it tries to discover what kind of a man Marshall was. Another major source of information were the works by Forrest C. Pogue, who was an official historian of the United States Army during the Second World War and collected information from Marshall himself in his interviews. These sources are supplemented by additional works by authors and online sources.

1 Early life

George Catlett Marshall, one of America's greatest statesman and soldier was born on December 31, the last day of the year 1880 in Uniontown, Pennsylvania. His father, George Catlett Marshall, Sr. was coal and wood dealer in the town, although not very prosperous. Both his father's family – the Marshalls and his mother's family – the Bradfords lived in Kentucky for a long time and originated from the state of Virginia (Unger, 2014, p. 5). The family's ancestor was John Marshall, the fourth chief justice of the U.S. Supreme Court. While Marshall's father was very proud of it, George thought the adherence on the past was not very good (Cray, 2000, p. 17).

1.1 Education

During his early education, Marshall was not an outstanding student. His results in private elementary schools were average for a rural boy. He was characterized as “dull at school but bright outside” (Payne, 2015, p. 29). This led to difficulties when Marshall's father entered him into a public school, where it became even more apparent how lackluster was his knowledge compared to children coming from urban areas (Unger, 2014, p. 7).

Marshall's results did not improve as he took on higher education, although in this period, he developed a reserved persona, which would be characteristic for him throughout his career (Unger, 2014, p. 8).

Around the age of 15, Marshall faced, as it was usual for boys of his age, the dilemma of choosing a profession which he would pursue throughout his life. Thanks to his poor results in school his options were very limited. (Unger, 2014, p. 8). “As a lad from a semirural environment, active in fishing, hunting, and camping, the life of a soldier must have seemed congenial” (Unger, 2014, p.8). George was not the first member of the family to go through military education. His brother Stuart had attended Virginia Military Institute (VMI) before him, but after his graduation he opted to stop his military career and decided to pursue a career as an industrial chemist instead (Payne, 2015, p. 28).

Marshall's father wanted to place George at West Point, where he could get free education, but a recommendation from a local member of Congress was required. At the

time, the representative of the local district was a Republican, so it was not possible for Marshall's father to secure the recommendation as he was a Democrat (Unger, 2014, p. 8).

With West Point not being a possibility, Virginia Military Institute was the alternative. Marshall's brother Stuart was unhappy with George joining his school as he feared his poorly educated brother would disgrace the family name. These remarks served as fuel for Marshall as he was inspired to prove his brother wrong (Unger, 2014, p. 8). This can be considered as the earliest spark, which started Marshall's desire for success, which later on played a major role in his development. Despite his poor school results, entering Virginia Military Institute was not difficult for Marshall as there was no entrance exam and he was accepted on sight by Superintendent Scott Shipp (Unger, 2014, p. 8), whose name was greatly valued in the Marshall family as he was famous for his leadership in his earlier years (Payne, 2015, p. 30)

1.2 Virginia Military Institute

Marshall's time at the VMI was difficult for multiple reasons. Originating in Pennsylvania, he stood out in the class which mostly consisted of Virginians. He had to modify his accent and speech to better fit in with his fellow students (Unger, 2014, p. 10). Another source of issues came from second and third year students. As a freshman he was assigned a barren room at the back, which also lacked a source of fresh water. This meant Marshall was an easy victim of bullying by the older students on his frequent trips to the water pump in the courtyard (Payne, 2015, p. 32). He chose to not report the bullying, even when it went so far that he was injured (Cray, 2000, p. 26). Marshall described the situation later: "There were no arrangements to amuse the cadets ". "It was pretty much a case of looking after yourself and the old cadets chasing you while you were doing it" (Pogue, 1957, Tape 4, p. 8).

Marshall's study results at VMI, despite the coursework not being too difficult, did not improve much compared to his earlier school results as he still was not very interested in learning subjects such as French or German. Nevertheless, at this point, Marshall was already beginning to come up as a leading figure in his class (Unger, 2014, p. 10). This led to Marshall becoming an ever bigger target for bullying from older students. Any bodily harming abuse was forbidden at VMI, however the novices were still subjected to a great

amount of ordeal. It was these times where Marshall built a strong base of self-control and discipline (Unger, 2014, p. 10).

Sport was an important part of Marshall's time at VMI and he was an active athlete. In his third year, he started playing football. His build was not ideal as he was tall and light, but he was able to apply himself on the field thanks for his speed and wide shoulders (Payne, 2015, p. 38). He was successful in his play, but his first season was cut short as a typhoid epidemic broke out just after VMI defeated their rival Washington and Lee University (Payne, 2015, p. 39). Marshall continued playing and racking up victories next year, including another win against Washington and Lee university and also against the Virginia Polytechnic Institute, which was known for its quality team at the time. His performance on the VMI team was even good enough for the newspapers to pick up on it (Payne, 2015, p. 39).

Towards the end of his time at VMI, Marshall found himself a wife, Elizabeth Carter Coles. Lily, as George called her, was six years older than him and came from an old Virginia family. She lived with her mother near an outer gate of VMI and suffered from a heart condition. George and Lily met through Marshall's brother Stuart. Marshall would often risk being expelled from VMI, as he snuck out at night to visit Lily (Unger, 2014, p. 11).

1.3 Graduating

After his graduation at VMI, Marshall faced a serious problem of securing a position in the army for himself. Statistically, only a fraction of VMI graduates would become officers in the army. Luckily for Marshall, the beginning of his career was timed well to concur with big changes and expansions within the army (Unger, 2014, p. 11). The catalyst for this was the Spanish-American war of 1898. Despite the fact the Americans won the war, huge deficiencies in the army came to light. These issues involved poor planning, insufficient supply chain, corruption or incompetence (Unger, 2014, p. 12). Thanks to combination of these reforms but also large amount of effort from his father applying his connections (Stoler, 2021, p. 17), Marshall managed to land a spot on the list of applicants to become an officer in the army. He travelled to New York, undertook the 3 day exam and returned to his summer appointment as an instructor at Danville Military Institute to await the results. He passed the

exam fairly easily, scoring 65 out of possible 100 (Cray, 2000, p. 30), resigned from his job at Danville and awaited orders (Unger, 2014, p. 13).

Marshall was interested in service in the artillery, which was considered to be a more desirable part of the army but to his disappointment, he was assigned to the infantry instead. Nevertheless, Marshall signed his oath of office on 3rd of February 1902, preparing to join his first assigned position – the Thirtieth Infantry Regiment at Philippines (Unger, 2014, p. 13).

1.4 Wedding

Lily and George were married a week later in a simple ceremony in Lexington. They departed on a train trip to Washington, which was supposed to be their honeymoon day. Thanks to a kind officer, they were allowed to extend their stay to 6 days. Afterwards, Lily returned to her mother in Lexington and George left for Philippines (Cray, 2000, p. 30).

1.5 Early life – Evaluation

Even though Marshall began his career from a rather disadvantaged position to become a highly ranked officer in the army, being poorly educated and having no connections, he proved himself to be a talented individual at VMI already. The time at VMI was important as a starting point of his career. There, Marshall earned important traits, especially his ability to use hard work to fuel his drive to success. His ability to establish himself a leading character in his class was commendable and it was a clear sign of things that were to come from the young soldier.

Even though Marshall was lucky with his timing to start his officer career, just when the army was rapidly expanding, he still needed to put in great effort to stand out in his class. With big motivation, being challenged by his brother's predictions of failure at VMI but also the need of a well-paying job to take care of his wife Lily, he managed to succeed in his studies, even catching the eye of the public with his football endeavors, making the first but very important step out of many in his upcoming military career. Overall, his early life can be presented as a good example of how it is possible to work the way up from a

disadvantaged position and start a career aimed at the highest of positions. From the very beginning, Marshall was showing he possessed traits of a great man and soldier.

2. First officer experience

The first conflict Marshall was supposed to take part in was the Spanish-American conflict in the Philippines. Together with the Filipinos, the Americans defeated the Spanish in the area and established the islands as their own dependency. However, the Filipinos were not content to stay under rule of a world power and so in 1899 a rebellion against the Americans began (Unger, 2014, p. 14). The American army overpowered the smaller Filipino force, which was forced into a guerilla-style combat. The conflict was bloody and costed the life of 4 200 American and 34 000 Filipinos soldiers (Unger, 2014, p.15).

Marshall arrived late to the Philippines too late to take part in proper combat as the “insurrectos” had already surrendered (Payne, 2015, p. 43). He was assigned to serve at the island of Mindoro, located south of Manilla. The assignment was not important as the situation on the island was peaceful as only a few bandits and guerillas remained there (Unger, 2014, p. 15). Marshall could not be upset about this as he himself stated about the assignment: “there isn’t anything much lower than a second lieutenant and I was about the most junior second lieutenant in the Army at the time” (Pogue, 1993, p. 70). His task was to replace a temporarily missing officer, leading a garrison of roughly 50 men, located in the capital of the island – Calapan. Marshall described his first officer experience like this: “They were about the wildest crowd I’ve ever seen before or since” (Pogue, 1993, p. 74). He would make sure the men and the garrison were in good condition and mood and also fought off a cholera epidemic by setting up rules commanding thorough hand washing and water boiling (Unger, 2014, p. 15).

When the officer returned to the garrison, it meant that Marshall’s task was finished. He then returned from Mindoro to Manilla, where he had more free time. He used this time and developed his new hobby. Marshall would borrow horses from the cavalry, and he would go for horse rides (Cray, 2000, p. 33). His last appointment in Philippines was at a military prison on Malahi Island (Unger, 2014, p. 16).

Marshall returned to the United States in late November of 1903 and travelled from California to Oklahoma, to Fort Reno, his next posting. The most significant task he was given at Reno was to map a dry desert and mountainous area of Texas. The task was very difficult, but Marshall and his platoon had done a thorough job, so much so he was given a four month leave by his superiors as a reward (Unger, 2014, p. 16).

Finally for the first time since their marriage, George and Lily were able to spend a longer time together as he returned to Virginia for his leave. He was able to visit his own family in Uniontown and he spent time with Lily's family. It was from this point Lily was able to join Marshall and stay with him at his deployments (Unger, 2014, p. 16). The free time on his leave also allowed Marshall to evaluate on his career in the military. He wanted to progress but was stuck in a position of second lieutenant with no path to reach a promotion. (Unger, 2014, p.16).

His opportunity came in a form of an invite to a two-year course at the Infantry and Cavalry school at Fort Leavenworth, Kansas. He was not expected to as "when classmates in the first weeks of September speculated who would be among the top students, Marshall was overlooked consistently" (Cray, 2000, p. 37). At the end of a year full of difficult studies Marshall came out first in the class and he was asked to stay and attend the Army Staff College the next year. His good results were noticed by General Bell and earned his favor (Unger, 2014, p. 17).

In the second year, Marshall finally managed to reach a promotion to first lieutenant after a difficult exam. He claimed later about the moment: "it was the most thrilling moment of my life" (Cray, 2000, p. 37). It was an important personal success for him. Marshall was in fact so successful at Leavenworth, he was asked to work there as an instructor. This allowed him to develop his teaching skills. (Unger, 2014, p. 18). Both George and Lily quite enjoyed these years as his schedule allowed him to spend quite a lot of time with her and also, he was able to practice his favorite hobby of horseback riding in the form of hunting trips. "The young lieutenant fell in love with this little world, its graciousness and hospitality, the charming serenity of the countryside, the horseback rides down tree-lined country lanes, the canoe trips on the James" (Pogue, 1993, p. 106). At the end of his stay at Leavenworth, Marshall and Lily travelled across Europe for five months. (Unger, 2014, p. 18)

Proving himself to be a great instructor, Marshall received more assignments with state guard units, including Massachusetts and New York ones. Working with these groups he learned a very important skill – organizing the movement of large masses of troops, which consisted of men who were not full-time soldiers (Payne, 2015, p. 54).

After a long period of time serving at domestic postings, it was time for Marshall to serve abroad. The United States had active missions across the world, including China, Alaska or Hawaii. Marshall was happy to go to any of these places, as long as he could avoid

another stint in Philippines because he was worried about Lily's health. Nevertheless, he was again assigned to serve in the Philippines again, with the Thirtieth infantry stationed in the capital Manila. (Unger, 2014, p. 18). Fortunately for them, the living conditions were improved greatly compared to his last stay, as Marshall described: "Living conditions were, of course, very much better because you had good houses and very good servants. And you had a very good general commissary to bring things out so that you got good things to eat and sufficient fresh things. So it was a tremendous improvement over the Philippines of the old days when maybe you got it and maybe you didn't" (Pogue, 1957, Tape 5, p. 42).

Marshall had an amazing opportunity to take part in maneuvers which included amphibious landings. Not nearly as complicated as the landings in Normandy, he still undoubtedly earned very valuable experience from this exercise which would be important in the WW2 (Unger, 2014, p. 18). He himself later stated in his interviews: "Of course, when they made those landings on the coast of Italy or in France on account of the-terrific artillery concentrations, the airplanes and other matters of that kind, we had to have there things very highly perfected which wasn't the case with maneuvers of the time I have just been describing. However, it gave me some familiarity with what you had to do" (Pogue, 1957, Tape 5, p. 35). Marshall also used the available time to study the guerilla tactics used by the insurrectos during the war (Payne, 2015, p. 48).

During his whole stint, Marshall did work above his rank. He was motivated to fulfil every order perfectly, as he was keen to impress and convince that he deserves to be promoted. Marshall took his devotion to work so far, he overworked himself to the point where he would suffer from acute dilations of the heart. (Unger, 2014, p. 18) This health scare was a wakeup call for Marshall and it taught him the importance of work and relaxation balance. He and Lily used his forced sick leave to travel through Asia, they visited Japan, Manchuria, and Korea (Unger, 2014, p. 18).

2.1 First officer experience - Evaluation

Starting his military career in Philippines was not easy for Marshall. The easiest way to progress through military ranks was to successfully command troops in battle, but by the time Marshall arrived at Philippines, the battling was over, at least in the area Marshall was stationed in. Nevertheless, his performance was good, and he successfully went on to gain

his first officer experience, managing a small troop of soldiers. After returning to America, he yet again proved his brilliance, masterfully fulfilling his assigned task in Texas. Up to this point, although Marshall had done a good job being an officer, he still had not progressed up the ranks at all.

Even though he was stuck in place, he was patient and performed his duty. The resulting frustration was a much-needed fuel that propelled Marshall forwards, he put in every possible effort to get his career moving. This was a signature trait of his throughout his military career. He proved this was the case when he accepted the invite to the course at Fort Leavenworth and topped the class, catching the eye of some high ranked officers in the army. The decision to undergo the course was an important decision in his career and made Marshall stand out, compared to other officers who denied the invitation to the course. It also opened his way into instructing, which was his first door into the matter of troop training. Marshall's hard working attitude was a core attribute which elevated him, but it also had a negative side. As Marshall invested all his energy into his career, he didn't pay any attention to his health and overworked himself until some serious health scares alerted him. Upon realizing this, Marshall reacted well. Instead of mindlessly overworking himself into health issues, he implemented more relaxation into his regime, showing that he was able to balance his hard-working attitude with reasonable relaxation time.

Overall, Marshall's first officer work was excellent. From the get-go, even though his early assignments were not very important tasks, he fulfilled them in a brilliant way, proving he really was an outstanding officer. The most important characteristics he developed in this time was his hunger for progress, which was essential in his career and also the interest in teaching and developing troop training. The only negative that could be pointed out about this part of his career is that his endless push and drive led to some serious health issues, but Marshall quickly adjusted and fixed the issue.

3. The First World War

Marshall returned to the United States from his Philippines posting in 1916 (Unger, 2014, p. 19). By this time, the World War I was roaring as the Allies – France, Great Britain and Russia clashed with the Central powers – Germany and Austria-Hungary. The war was not limited only to the battlefields of Europe, but because all these superpowers owned colonies scattered across the world, fighting took place everywhere, hence why it was titled as a World War.

Marshall was very skeptical about his opportunities to progress as the United States were initially trying to stay neutral in the conflict. Eventually, the nation was drawn into the war anyways by financial pressure and also because of German submarine attacks on American cargo and passenger ships in the Atlantic (Unger, 2014, p. 19) and their attempts at persuading Mexico to invade the United States (Cray, 2000, p. 48).

Preparations began in June of 1916 with the passing of The National Defense Act. This law allowed the army to grow to 175 000 men and also expanded the National Guard to 450 000. Reserve Officers Trainings Corps was created to produce capable officers (Unger, 2014, p. 20). Marshall was involved in this effort. General Bell assigned him to teach at an officer camp in Monterey, California. Later, he functioned in another officer camp near Salt Lake City. Technically, Marshall was under the command of Lieutenant-Colonel Johnson Hagood in these camps, but Hagood knew how brilliant Marshall was and allowed him to be the effective commander (Payne, 2015, p. 61). The United States declared war on Germany on the 6th of April 1917 (Unger, 2014, p. 20).

3.1 United States enter the war

After the war declaration, Marshall was sent to the east coast together with General Bell. There, he oversaw two officer training camps near Plattsburg (Cray, 2014, p. 50). He was eager to go over to Europe to finally be able to partake in proper combat (Unger, 2014, p. 21). In May of 1917, the Selective Service Act was enacted by the Congress, which allowed the army to conscript men for war. Marshall was keen on going to Europe and so he made his desire known to his superiors. Eventually he was notified, that released by General Bell to join the First Division in France as a division's operations officer. His notice was

very short, only thirty-six hours, and so he quickly sorted out his personal affairs, collected his gear and joined the division in New York (Unger, 2014, p. 21).

The state of the unit was very poor, as Marshall himself found out. He described the newly recruited privates: “They had no knowledge of how to drill “no knowledge of how to handle their rifles” (Pogue, 1957, Tape 6, p. 13). The French were unimpressed by the state of the arriving American troops just the same as Marshall (Pogue, 1957, Tape 6, p. 15).

The French intended the inexperienced American troops to be under French leadership to allow them to learn from the veterans who had experience with the trench warfare. This was denied by Pershing and instead, the Americans would be led and trained by their own (Unger, 2014, p. 22).

3.2 Marshall and Pershing

The First Division set up camp at Gondrecourt, Lorraine. Marshall was able to make use of his earlier experience with National Guard, as his task was to train recruited inexperienced civilians into troops. General Pershing would often come to Gondrecourt to watch over the progress of the training, but he was not satisfied with it (Unger, 2014, p. 22). The unhappy Pershing blamed Marshall’s superior General Sibert (Cray, 2000, p. 59) and on one occasion he reprimanded him in front of the officers. Marshall was also present at the time of the incident and stood up for Sibert. He stopped Pershing as he was leaving and asked him to listen. Marshall had a good overview of the training situation and so he presented a well-constructed argument to Pershing on why the process was not going well. He mentioned the fact that they never received Platoon Chief’s manual which they were supposed to get from Pershing’s headquarters (Pogue, 1957, Tape 6, p. 22).

It was unheard of that a captain would oppose a general like Marshall did. His colleagues were shocked and predicted him to be removed from his position immediately. It was not the case. Sibert’s replacement Brigadier General Robert L. Bullard considered Marshall to become the chief of staff of the division but upon learning of his critique of Pershing he decide against it (Cray, 2000, p. 59). On the other hand, Pershing was impressed by Marshall’s spontaneous reaction and his ability. It was the beginning of an important work relationship between Pershing and Marshall (Unger, 2014, p. 22)

3.3 Winning the war

Towards the end of 1917, the Russians withdrew from the war after the Bolshevik revolution which meant that the Germans could move all their troops deployed in the east and use them in west instead. This allowed them to go on an offensive, pushing the Allies back towards Paris (Unger, 2014, p. 22).

The Allies countered this by unifying their command. French general Ferdinand Foch was chosen as the supreme commander. Pershing himself went to find Foch and handed over to him command of the American troops (Payne, 2015, p. 83). This allowed the Allies to gain the upper hand over the Germans again (Unger, 2014, p. 22).

In the final few months of the war, the performance of the Americans improved as they were able to successfully combat German offensives. Marshall's work was to do staff planning for the attacks, but he was more interested in combat service (Unger, 2014, p. 23). Unfortunately for him, his planning work was so excellent, his superiors could not afford to waste Marshall's talent somewhere else. Towards the end of the war, Marshall was moved to Pershing's headquarters to become the chief of Operations Division of the U.S. First Army. By this time, the Germans were quickly running out of steam while the Americans were rolling in hundreds of thousands of troops every month. (Unger, 2014, p. 23). Even though the result of the war was obvious by this point, the resistance of the Germans was still stiff against the fresh American forces.

Eventually, the Germans capitulated, and on the November 11th, 1918, Armistice of Compiegne was signed.

Marshall earned a lot of experience with handling large amounts of troops. He learned how to prepare a plan and then communicate it to his officers. General George Van Horn Moseley described that his job was to "work out all the details of the operations, putting them in clear practical workable order which could be understood by the commanders of all the subordinate units. The order must be comprehensive, yet not involved. It must appear clear when read in poor light, in the mud and rain. It was Marshall's job and he performed it 100 per cent. The troops which maneuvered under his plans always won" (Pogue, 1993, p. 189). He impressed a wide array of high ranked officers in the army with his ability (Unger, 2014, p. 24). Fox Conner, one of Marshall's superiors described Marshall's ability to arrange allied commands as the best he has ever seen (Stoler, p. 2021, p. 41).

His excellent managing skills were also the reason, why Marshall could consider the First World War to be unsuccessful in the spectrum of career progress. A lot of Marshall's colleagues earned promotions through succeeding in combat situations. Since Marshall was not allowed to take that path, as there was an order strictly disallowing him to function anywhere else but at the General Staff (Pogue, 1957, Tape 6, p. 41), he was simply stuck in his, although very useful and important, position with no options for promotion. At the end of the war, Marshall only came out as major (Unger, 2014, p. 24).

3.4 The First World War – Evaluation

This period in Marshall's career was a transition between picking up experience and learning at lower ranks and starting to occupy important positions in the army. His connection with General Bell proved to be worthy as it allowed Marshall to progress up in rank and secure a spot where he could use his teaching skills to train officers needed for the expanding army. This still wasn't satisfying for ambitious Marshall as his wish was to take part in battles. In general, Marshall was able to capture the eye of many high ranked men, present himself as a capable officer and establish good connections. Sometimes, he took this practice very far, for example in the incident with Patton, Marshall risked his career in order to inform the angry General about the situation. This incident in particular was a good example of Marshall's diplomatic and persuasive skills development. He was able to deliver information where it needed to be delivered in a convincing manner. These qualities made him stand out as a talented officer.

The First World War period was a major stepping stone and a learning experience. He saw the performance of the American army in the conflict and saw why it was not ideal. He was able to experience the troubles of training the troops from firsthand and also how important was the command unifying move to the outcome of the war. All this knowledge was a key to his influence over the World War II.

Overall, in the First World War, Marshall did not add any impressive combat successes to his portfolio, which was his goal a promotion hungry officer. From this point of view, this part of Marshall's career could be considered as unsuccessful as he did not manage to fulfill his goal but from the overview of the greater picture, Marshall performed

well as he successfully collected very valuable experience and made himself known to officers ranked higher than him.

4. Between the wars

Marshall was a part of the force that remained in Europe after the Armistice to fulfil occupation duties and to be ready in case the peace negotiations failed. Another task was to create a final report on the performance and achievements of the American Expeditionary Forces during the Great War (Unger, 2014, p. 24). Pershing had suggested Marshall to be promoted to Brigadier General in October of 1918, but with the war ending there was no need for another general (Cray, 2000, p. 84).

After the war, Marshall became Pershing's personal adviser and deputy. This was a prestigious post as Pershing was celebrated as one of the heroes of the First World War and would go on to become General of Armies and Chief of Staff. Marshall served on the side of Pershing in Washington for five years, which allowed him and Lily to become very close friends to him (Unger, 2014, p. 24). Even though Marshall's rank was not appropriate to this, he was amongst the highest circles of the army (Cray, 2000, p. 85).

The performance of the American army in the First World War went through analysis. The result corresponded with what Marshall experienced himself in France. Even though the United States was an economic and industrial powerhouse, it was not able to provide proper equipment to its troops. The troops themselves severely lacked in training. Despite winning the war, it was clear that major changes were required to ensure the mistakes would not be repeated (Unger, 2014, p. 26).

The American public consensus at the time was that the country did not require a large land army. They preferred to keep distance from any conflicts across the oceans in Europe and Asia, so a strong navy was more important to them. General March, Chief of Staff at the time, proposed a plan of a large army but was countered by Pershing, who suggested a much smaller army, supported by a strong National Guard, which Marshall agreed with. The clash between two approaches was won by Pershing's and Marshall's ideas and the National Defense Act was passed (Unger, 2014, p. 26).

Pershing attempted to run for president at the time but Marshall was against it, he thought his participation in the race would only damage Pershing's great reputation (Pogue, 1957, Tape 7, p.45).

Pershing retired from the army in 1924. This marked an end of an episode in Marshall's career, spent on the side of Pershing. These years in Washington were very important for Marshall, as he was able to accompany and observe Pershing as he dealt with the most important men in the country, from the President to the Congress. He learned how the management of the country worked and built up contacts, which would later be very important for his work (Unger, 2014, p. 27).

Marshall decided the best course for his career progress would be to do another stint of foreign service. He was assigned to serve with the Fifteen Infantry in Tientsin, China. Marshall was interested in China, their art and history for a long time so he was pleased with the posting (Payne, 2015, p. 143). For economic reasons, only a small unit was placed in China to protect Americans and their property there (Unger, 2014, p. 28). Marshall's job was not difficult. It was similar to what he did in his first Philippines stint, making sure his men busy and well trained (Payne, 2015, p. 143). A large amount of free time allowed Marshall to enjoy his favorite hobby of horse riding again as he often went for rides on his Mongolian pony. Other part time activities included playing squash, tennis but also learning the Chinese language. His Chinese was good enough to a point where he could hold conversations with Chinese officials which he needed to deal with (Unger, 2014, p. 29).

After the end of his assignment, Marshall had little options to choose from for his next posting. He decided to accept an offer to work as an instructor at the Army War College in Washington. As George and Lily sailed back to the US in May of 1927, her heart condition quickly worsened. She underwent a surgery successful. She stayed in the hospital for recovery time but just before she was to be released, Lily suddenly died. This was a major hit to Marshall, he truly loved Lily and she was a pillar in his life he could lean on in tough times (Unger, 2014, p. 30).

Understanding of his grief, Chief of Staff Charles F. Summerall offered him multiple postings across the country (Cray, 2000, p. 104). Marshall did not want to stay in Washington as it reminded him of Lily (Payne, 2015, p. 149) so he decided to leave and accepted an offer of service at Fort Benning, Georgia. He was assigned to be the head of Academic Department. This work at Benning allowed him to distract himself from the loss of Lily, but also, he completely revolutionized the Infantry School. Instead of teaching the old set tactics,

Marshall taught the officers to work simple and flexible. Before anybody could know, Marshall was preparing the officers for combat style which would be typical for the World War II (Unger, 2014, p. 31).

In the fall of 1929, Marshall met Katherine Tupper Brown, a forty-seven years old widow and mother of 3 children. Similar to Marshall, she had lost her loved one, her husband was murdered (Cray, 2000, p. 109). Marshall spent some time with Katherine and her children. They found each other compatible decided to get married (Unger, 2014, p. 32). The wedding was meant to be small, involving just the closest family, but the presence of General Pershing enticed a big crowd of viewers (Cray, 2000, p. 110).

Marshall's tenure at Fort Benning ended in 1932. It was followed by a stint at Fort Scriven (Payne, 2015, p. 153). There, in May 1933, he was promoted to full colonel (Payne, 2015, p. 154). After Scriven, he was transferred to Fort Moultrie. During these times, Marshall did important work with the Civilian Conservation Corps – the CCC. The goal of this organization was to provide work for unemployed young men. They would live in military-style camps did beneficial work such as building roads, railroads, bridges and many other things to improve the infrastructure (National Park Service, n. d.).

The next step in Marshall's career was one backwards. He was assigned to be a senior instructor for the Illinois National Guard in Chicago. He tried to protest this posting but reached no success (Unger, 2014, p. 34). Marshall was not happy in Chicago, but as he got invested into the work he warmed up to the city. The National Guard improved in quality while under the leadership of Marshall (Payne, 2015, p. 154).

In August of 1936, Marshall was finally promoted to brigadier general. He was transferred to the Washington state, to command the Fifth Brigade of the Third Division. There, his assignment involved both leading troops and overseeing CCC camps. Both George and Katherine enjoyed their time spent in the northwest of the United States. Marshall's health improved, which was a key element for any further progress since unhealthy man could be seen as not fit for an important position (Unger, 2014. p. 37).

4.1 Between the wars– Evaluation

The period between the wars was a hard trial for Marshall. In his personal life, he suffered the toughest of hits in form of the death of his wife. To cover this personal struggle, he dove head on into very important work. This was a very hard test, but Marshall managed to handle it outstandingly well. He mourned his wife's death while simultaneously fulfilling his duties as a soldier, displaying the levels of his devotion to the army.

At this point, Marshall's work began to have a very real influence on the upcoming World War II. He was a pioneer in his teaching as he disapproved of the old and static way of fighting and rather taught in a new style. His work with the Infantry at Benning prepared them for the dynamic combat of the World War II. Had it not been for his teaching of a new style, the officers would have been much less efficient.

Marshall's work in the CCC program was also impactful. He worked with young men with no military training, the exact same type of men that would soon be worked with in the draft. This gave him a clear picture of how difficult it was to work with untrained men.

Marshall had done a great job applying his experience earned in World War I into the development of the Infantry school while simultaneously gathering more important experience by working with young men in the CCC program. This was a strong foundation that later helped Marshall fulfill his task of preparing the army.

5. Preparations for the World War II

Marshall returned to Washington in 1938 to serve as Chief of the Army War Plans Division. He was promised this posting was only temporary and that he would soon be made Deputy Chief of Staff. This promise was fulfilled, and Marshall was promoted to the position after 3 months spent in the Army War Plans Division (Unger, 2014, p. 40).

Following months of tension between Germany and Czechoslovakia, the Nazi government demanded autonomy for Sudeten Germans. France and Britain were bound to help the Czechs in case of danger but neither of them was prepared to defend Czechoslovakia, politically or militarily. Czechs with no allies were forced to accept the terms of The Munich agreement. The appeasement policy by Chamberlain did not work as they hoped and instead allowed Hitler to act freely.

Marshall saw, how unprepared militaries of Britain and France put them in such a position, they could not resist the much better prepared Germany. From his past experience he knew, how long it takes for the nation to ramp up and get prepared for a conflict (Unger, 2014, p. 41).

5.1 Chief of Staff

At this point, Marshall was in the run for Chief of Staff of the United States Army. From the seniority point of view, he was not favorite to win at all. However, he had, on his side, multiple very important men. One of them was Pershing, whose opinion as the former Chief of Staff was very much respected, but more importantly, Marshall was supported by Harry Hopkins – advisor of the president, whose opinion would Roosevelt value the most (Britannica, n. d.). Hopkins and Marshall worked together on preparing a budget proposal for the army towards the end of 1938 and became friends in the process (Unger, 2014, p. 43).

On April 23, Marshall was summoned by Roosevelt to the White House. He offered him the position of Chief of Staff. The two men discussed matters of defense of the country (Unger, 2014, p. 43). Marshall gave Roosevelt a promise: “I feel deeply honored, sir, and I will give you the best I have” (Cray, 2000, p. 139).

Marshall's first mission after his promotion was a goodwill visit to Brazil. After the Germans had invited a Brazilian general to Berlin, there was a possibility of Brazilian-German cooperation. Roosevelt decided, it would be the best to send Marshall to ensure this was not going to happen (Payne, 2015, p. 165). The mission was successful as Marshall met with government officials and military officers and discussed possible cooperation between the Americans and Brazilians (Unger, 2014, p. 44).

On September 1, 1939, Germany invaded Poland. On the same day, Marshall received a promotion to major general and he was officially sworn in as Chief of Staff of the United States Army (Payne, 2015, p. 168).

5.2 Waking up the giant

His biggest task and challenge now were to prepare the American army for an upcoming global war. Marshall set off to prepare plans to expand the army greatly, but the president would deny his ambitious plans. Roosevelt wasn't against the expansion but he couldn't allow for big army expansion because of the strong isolationist movement present in the United States (Unger, 2014, p. 44). Isolationist were people who strongly opposed the idea of the United States being involved in foreign affairs and wars (Britannica, n.d.).

After Germany and Soviet Union split Poland in half, the fighting in Europe stopped for 6 months. This allowed the isolationist to gain confidence again and the public interest in preparing for a possible conflict decreased (Unger, 2014, p. 45) Marshall knew that the complete opposite was needed. He persistently pushed for more funding to be assigned to army and criticized the public for the complacency with the situation. He pointed out that American schools fail to teach the military history. Marshall was very well aware of the period of a year or two that was needed for the nation to get up to speed with war preparation and he warned the public that it was time to get started (Unger, 2014, p. 45).

The war in Europe resumed in April of 1940 when Germany invaded unprepared Danes who surrendered immediately. The Germans continued pushing north, invading Norway. Norway was defended with the help of Royal Air Force and Royal Navy but after few weeks of fighting most of the country was occupied by the Germans. These events

caused the Chamberlain government in Britain to fall. He was replaced by Winston Churchill.

The Germans followed up their victory in Norway by attacking to the west, rolling over the French, Dutch and Belgian armies. British Expeditionary Force in France was surrounded into a tight spot at Dunkirk, from where they were famously evacuated back to Britain, although they had to leave most of their valuable equipment behind. On June 22 the French had surrendered, signing the agreement with Germans at Compiègne.

The decisive victories of Germans in Europe shocked the Americans. These events helped Marshall's mission as the Congress increased the budget by 1,2 billion beyond of what was asked for. A month later another 1,7 billion dollars was assigned to expand the army to 375 000 men. However, majority of the public didn't want the United States to get included directly into the war in Europe (Unger, 2014, p. 46).

After the defeat of France, the Selective Training and Service Act was passed. It required all men between ages of 21 and 45 to register. Even with passing of such an important law, Marshall still needed to be careful to not aggravate the still present isolationist (Unger, 2014, p. 47) He stated about this matter: "People have forgotten today what a difficult time we had raising an army, how bitter was the opposition to raising it. We had to move cautiously. If I had ignored public opinion, if I had ignored the reaction of Congress, we would literally have gotten nowhere" (Pogue, 1993, p. 211).

5.3 Aid to Britain

A big talking point for Marshall was the aid to Britain. He was all for supporting the enemies of Germany, but the issue was that the Americans weren't even capable of producing enough machinery for themselves, let alone for the British, who were in dire need of equipment after they had to leave theirs in Dunkirk in the last second evacuation (Cray, 2000, p. 157). Roosevelt wanted to donate equipment to the British (Cray, 2000, p. 173) while Marshall opposed him in favor of gearing up the American army instead (Unger, 2014, p. 47).

In the end they met middle way and some equipment, including the new B-17 Flying Fortress Bombers were shipped to Britain. This proved to be a good move as when deployed in combat, the bombers revealed serious issues which were then fixed (Unger, 2014, p. 48).

At the end of 1940, the situation in Europe improved slightly. The British RAF managed to win the Battle of Britain, which forced the Germans to abandon their plans of invasion. This strengthened the American belief in the British and led to further talks about cooperation between the nations (Unger, 2014, p. 49). While the United States and Britain were talking, Germany had, to surprise of Stalin, invaded the Soviet Union in June 1941. This was a relief to the British and American as it meant there was no imminent danger of German attack on Britain (Payne, 2015, p. 180).

5.4 The mobilization

Marshall was the author behind the American mobilization. He changed the old divisions system from World War I with a new one, which suited the mobile war better. He remembered how unprepared the soldiers of AEF were in France and so he insisted on large-scale military maneuvers to prepare the army. Also, most deficiencies in equipment, which would come up thanks to the maneuvers, would be fixed and new lessons about countering the German blitzkrieg used in Europe were applied to the training (Unger, 2014, p. 52).

At least 400 000 men took part in the maneuvers and the result was a much improved in performance from both the men and the officers. He knew how important it was as he noted: “I want the mistakes made down in Louisiana, not over Europe and the only way to do this thing is to try it out, and if it doesn’t work what we need to make it work” (Pogue, 1966, p. 89). Marshall had noted some officers whose performance especially stood out. Amongst these were Dwight David Eisenhower or George Smith Patton who later became key military officers in the war (Unger, 2014, p. 52)

One of Marshall’s important achievements in the preparation times was his support of the draft, which was not going very smoothly. He brought this problem up in the War Department’s annual report to Congress and warned them that if the draft wasn’t successful, it would render many divisions ineffective (Unger, 2014, p. 53). The persona Marshall had

built up to this point came in handy. He was viewed as a trustworthy, truth telling man, who wasn't connected to any political parties. He reminded the senators and representatives of Germany's recent victories and claimed that a strong military was the best policy (Unger, 2014, p. 54).

5.5 Preparations for the World War II – Evaluation

At this point, Marshall could finally be satisfied because he managed to fulfill his goals of reaching the highest posts in the army but there was a monumental task ahead of him. Luckily, Marshall was the correct man in position to solve it. As a fresh Chief of Staff, he wasted no time and immediately got to work.

Marshall performed exceptionally well as he prepared the plans for the great expansion of the army. He used his earlier experience to build the plans for the army expansion, but more importantly he functioned as a public figure and was responsible introducing the public into the concept. Without his work the build-up of the army would not have been possible with the strong isolationist movement. He experienced how unprepared was the American force in Europe in World War I and now he applied this experience to stop it from repeating. Marshall was a key figure in the mobilization, and he delivered an excellent effort, applying his experience and observations from the past in order to prepare a functional and mobile army lead by competent officers.

With the strong anti-war isolationist movement in the United States, his speech ability to convince the public of the importance of building up a strong army was crucial. He possessed the specific skillset that was required for this task. Marshall was an apolitical person, he wasn't connected to neither Democrats or Republicans, which actually made him very effective at upholding the needs of the army. This was one of the most important pieces of work Marshall had done to influence the World War II.

6. World War II

In the middle of 1941, as Japan joined the Axis, Marshall's task at hand was a key one – it was to prepare an economic plan to follow in the upcoming war. He compiled a team of officers around Maj. Albert Wedemeyer. The plan they produced was labeled “the Victory Program” (Cray, 2000, p. 200). Even though the document had some shortcomings, namely it grossly overestimated the ability of the United States in some areas, it was still a very important as a leveraging tool to gain the required funds for the army required for proper preparation (Unger, 2014, p. 56). Another important task of Marshall was to deal with the conversation held with the British. As an excellent negotiator he served as the representative of the United States in the discussion. The British presented a well-prepared plan on how the nations would work together to defeat the enemy. Marshall knew that the United States would have to join the war eventually, but he was aware that at the time, the country was not prepared to do it immediately (Unger, 2014, p. 57).

It was obvious that Japan would start making moves in Asia sooner or later, but Marshall thought protracting the negotiations as long as possible would allow the Americans to improve their positions in Pacific enough to deter an attack (Unger, 2014, p. 59). On November 27, 1941, the negotiations with Japan were terminated, even though it wasn't known where, it was very likely that the Japanese were about to attack. A message signed by Marshall was sent out to commanders, including the Pearl Harbor, to take precautionary actions against a possible attack (Payne, 2015, p. 193).

What the Americans didn't know was that at this point, the Japanese were already on its way to Hawaii. On December 7, 1941, two waves of planes were launched from the Japanese aircraft carriers towards the island base and caught the Americans completely unprepared. The Japanese managed to inflict crippling damage and destroyed multiple battleships and almost two hundred American planes on the ground. Luckily, the American aircraft force avoided any damage because it was away from the base at the time (Unger, 2014, p. 60).

The attack on Pearl Harbor was completely unanticipated by everyone, including Marshall. Even though the possibility was there, Marshall thought it was more probable the attack would happen in the Philippines or perhaps against the Panama Canal (Payne, 2015, p. 195). Following the destruction of Pearl Harbor, the Japanese followed up with successful

campaign through China and South Asia (Unger, 2014, p. 64). The Allies formed a coalition in the Pacific, called the ABDA – American, British, Dutch and Australian Command as a reaction to the Japanese threat. Marshall pushed hard for this grouping to be led by one singular commander, rather than all nations leading their parts of the grouping. His experience in World War I taught him that a united leadership was a key to success in such situation. The other leaders were not very keen on this idea but caved into Marshall's and Roosevelt's pressure in this matter and agreed (Unger, 2014, p. 68).

6.1 Invasion into Europe

Marshall's first proposal was to send an early force to land in France in fall of 1942 nicknamed operation Sledgehammer (Payne, 2015, p. 252). This would help alleviate pressure from the Soviet Union. The true invasion was planned to come mid-1943. Both stages would use Britain as a base, where the troops would build up and prepare (Unger, 2014, p. 72). The British were initially happy with these plans but in the end, they were denied because it simply wasn't possible to prepare in time such an early invasion against fortified German positions on the French coast (Unger, 2014, p. 73).

Marshall fought hard for the Sledgehammer, trying to convince Churchill that without it, the Soviet Union would fall but Churchill hated the idea and thought it would only be an unnecessary massacre of Allied, mostly British, forces. Rather than France he pushed for an invasion in North Africa, nicknamed operation Gymnast and later operation Torch. In the end Roosevelt directed that operation Torch would be executed (Unger, 2014, p. 84). Marshall did not hesitate and even though it was decided against his own and preferred plan Sledgehammer, he supported the decision of the Allies (Payne, 2015, p. 266).

6.2 Operations in North Africa and the Mediterranean

Despite some resistance from Vichy French forces (Cray, 2000, p. 348), the initial landings in North Africa were successful but fighting the experienced Axis troops led by Erwin Rommel proved to be very difficult. The air force and the artillery were good, but the regular infantry ran into issues (Unger, 2014, p. 80). After hard battles, the Allied forces

overwhelmed the Axis thanks to their sheer number of men and equipment and captured the remaining Axis soldiers in Tunisia (Unger, 2014, p. 100).

At the Casablanca conference, the Allies yet again argued for what was to be their next move. Marshall, while still hoping for a landing in France in 1943, was overwhelmed by the British and so the next step was agreed to be to invade Sicily and Italy (Payne, 2015, p. 278). At this point Marshall knew that the landing could not be possible earlier than 1944 (Unger, 2014, p. 103). While Churchill thought the push through Italy would be easy, Marshall was very skeptical of this (Unger, 2014, p. 110).

Even though he avoided interfering with the operations at Sicily and Italy, he accepted the logic behind the Mediterranean campaign and its inevitability. Having large amounts of inactive troops in North Africa idling was not acceptable for him so he welcomed the opportunity to deploy them into action (Unger, 2014, p. 132). Just like Marshall predicted, the Italy campaign proved to be a long and difficult one (Payne, 2015, p. 278). The fighting would go on for long, only ending together with the German surrender in 1945.

The next advance of the Allies was discussing at the Tehran Conference, where Roosevelt, Stalin and Churchill met personally for the first time. The British wanted to start a Balkan campaign, but it was denied by the Soviets, who were pushing for opening a western front in France, the Americans seemed to agree (Payne, 2015, p. 308). It was also here where Stalin pressured Roosevelt into choosing, who would be the commander of the invasion forces (Unger, 2014, p. 137). Roosevelt summoned Marshall and asked him which post Marshall would prefer, army chief of staff or supreme commander in France. Marshall gave up the choice to Roosevelt, who decided to keep him in Washington at the Pentagon, while Eisenhower would lead the forces of Overlord (Payne, 2015, p. 310). Roosevelt told Marshall: "Well, I didn't feel I could sleep at ease if you were out of Washington" (Pogue, 1957, Tape 11, p. 44).

6.3 Back to the United States

Returning to the United States, Marshall got to work, helping to win the war. He recognized a weakness in the replacement policy. Marshall recommended to Eisenhower to place a single officer in charge of the replacement system in France. This officer would

manage those replacements needed by fighting divisions would be effectively placed where needed. He also insisted on the quality of the replacements, the men needed to be well trained to take over the roles (Unger, 2014, p. 141).

. In May 1942 a group of women activists proposed an idea to create Women's Army Auxiliary Corps, which would provide replacement for male soldiers in noncombat positions with trained women. Many of the military leaders were not convinced with this idea, but Marshall supported it and helped to make it authorized through Congress. He personally selected Oveta Culp Hobby to be the first head of the corps. Throughout the war at least 150 000 women had served in WAAC, freeing the men for combat (Unger, 2014, p. 142).

Marshall's involvement in the Overload operation was limited to the planning phase. He also helped Eisenhower to find and choose fitting battle commanders for the operation (Unger, p. 142). On 6th of June 1944, one of the most important and impressive operations, which Marshall helped prepare and plan, began and American, British, Canadian and Polish troops stormed onto the shores of Normandy, beginning the push to Berlin. For the rest of the war in Europe and in Pacific Marshall remained on the sidelines in Washington, organizing and allowing his generals to win the war (Unger, 2014, p. 145).

6.4 Pearl Harbor investigation

In the summer of 1944, Marshall was investigated for his role in the failure of preventing the attack on Pearl Harbor. Initially, General Short was found guilty of dereliction of duty and was removed from their positions (Payne, 2015, p. 247). But the investigations continued after the war and labeled the War Departments' failure to keep Short updated on the negotiations between the US and Japan as the secondary cause. Marshall had failed to inform Short in the weeks before the attack that the negotiations were severely strained and likely to end, allowing Short to prepare for a possible attack early (Unger, 2014, p. 147).

Marshall came out heavily bruised out of this investigation and seriously considered resignation, but Henry L. Stimson had ordered an additional study of the circumstances, which would clear Marshall of all the responsibilities of Short's failure. Stimson stated: "None of these faults could be attributed to the Chief of Staff. On the contrary, throughout

this matter, I believe, he acted with his usual great skill, energy, and efficiency” (Pogue, 1966, p. 430). Being cleared of the fault, Marshall stopped considering the resignation (Unger, 2014, p. 147).

6.5 World War II - Evaluation

The entry into World War II was a low point of Marshall’s career. He did not expect the surprise attack by the Japanese at Pearl Harbor. Luckily for Marshall and the United States, their aircraft fleet was by luck out on the sea, allowing them to escape destruction and fight back in the Pacific. Although Marshall was cleared of blame at the end, this still left a bad mark on his until now perfect resume.

Marshall took part in the planning of the Allied landing in Europe, although his work was counter-productive in a way, as he wanted an early landing in France, opposed to the African campaign that took place in the end. He was convinced his plan was the correct one, although it seemed difficult and costly. This can be seen as a negative influence onto the war, as Marshall diverted the attention from Churchill’s plan, which was ultimately executed and led to victory, to possibly push his own personal work.

As the war progressed through Africa and Italy, Marshall made use of his diplomatic skills and functioned as an extended hand of Roosevelt, serving as the voice of the United States and an elongated arm of Roosevelt in the negotiations between the Allies. Later after being recalled back to the United States, he continued supporting the war effort greatly by introducing improvements back at home.

Just like in the First World War, from one side of the view, Marshall was not successful as his very ambitious plan of early invasion wasn’t deemed good. From the opposite view however, Marshall can be commended for performing his diplomatic duties excellently throughout the war. When given the option of taking the lead in France, Marshall knew, there were more experienced combat officers than him. He sacrificed the prestige that would come with leading the invasion forces to ensure success of the Allies and instead applied his planning skills and experience. Marshall’s influence on the outcome of the war was very wide immense.

7. After the Second World War

Marshall wanted to retire from his post after the defeat of Germany, but the president asked him to stay until the defeat of Japan. With Eisenhower lined up to replace him, he finally resigned as chief of staff in November 1945 (Payne, 2015, p. 359). He did not, however, get a lot of time to rest, because in December, he received a call from the president, asking him to replace resigned Patrick Hurley as the U.S. ambassador to China (Cray, 2000, p. 555). His goals were to stop hostilities, especially in the north of China and to unify China by democratic methods (Unger, 2014, p. 168). This mission was not successful as the opposing sides, the Nationalists and the Communists, were simply not compatible (Unger, 2014, p. 178).

After returning from China in 1947, he was appointed by President Truman to be the Secretary of State (Payne, 2015, p. 408). Now, after the war, The United States emerged in the world destroyed by the war as a superpower. Their only rival was the Soviet Union, who after the war had great impact on the vast area of eastern Europe which they freed from the Axis powers and so the Cold War began.

Initially, Marshall thought that it was possible to negotiate with the Stalin. But as negotiations went on, his view shifted more and more, realizing it wasn't the case and something else had to be done about the expanding Soviet sphere of influence (Unger, 2014, p. 181).

8. Marshall Plan

As Marshall returned from the unsuccessful Moscow conference in 1947, in which very little progress was made in deciding the future of Europe, he realized something had to be done to stop Communist from spreading across Europe (Payne, 2015, p. 420). He believed that it was United States' new global mission and that the country possessed the resources to solve it (Stoler, 2021, p. 153).

The very idea of financial help to Europe was already present at the beginning of Truman's administration. One of the first pioneers was Dean Acheson. He tried to introduce the idea of the growing crisis to the public, have them believe in the idea of sending financial help to Europe (Unger, 2014, p. 185). William L. Clayton and George F. Kennan also worked on constructing the plan. They proposed a six-to-seven-billion-dollar, three-year plan which intended the Europeans to shape the details themselves (Payne, 2015, p. 423), with United States overseeing the process. Marshall organized meetings between these men. He also gave a speech supporting the idea at Harvard University (Unger, 2014, p. 186).

The Europeans didn't waste any time and The Committee of European Economic Cooperation (CEEC), consisting of sixteen nations, and started drafting a program that would meet the American criteria in Paris. The Soviets were invited to take part. Some European countries were initially involved but got bullied out by the Soviets (Unger, 2014, p. 187).

Once finished, the CEEC plan was delivered to Washington. It included a limited integration of European economies, very much similar to today's European Union. Now came the time where Marshall was crucial. His role was to take the plan to the Congress and pass it through. The twenty-two billion sum was too high, so it was modified to 17 billion (Unger, 2014, p. 187).

Marshall testified in front of a join House and Senate committee, urging to pass a much-needed small rescue measure quickly, and to authorize the whole plan. Truman himself appeared in front of the committee to support the plan. After a scare in form of a Communist takeover in Czechoslovakia in 1948, both the emergency part and eventually the whole plan passed. It was around this time that Truman started calling it the Marshall Plan

(Unger, 2014, p. 188). The naming itself was advantageous, had it been named after Truman, it would not have passed through the Republican congress carrying the name of a Democrat president (Pogue, 1987, p. 236). Furthermore, Truman wanted to cement Marshall's name in the history, which he deserved but was denied when Eisenhower was chosen for the command of Overlord (Stoler, 2021, p. 153).

In early January, Marshall made another speech in favor of the Marshall plan, this time to the Senate Foreign Relations Committee. He presented the careful studies of Europe's needs and American resources available for them. He promised it would be made sure that no money goes to waste. He assured the senators that the Congress would be updated in detail about the progress of the program (Unger, 2014, p. 188) The Marshall plan was now introduced to the Congress, but as it was presidential election year, it was needed to convince the public as well (Unger, 2014, p. 189).

Marshall campaigned around America, focusing especially on the places where the most opposition was expected. He had speeches in the Chicago area, in front of the Federation of Women's Clubs, the National Association of Manufacturers, Iowa corn farmers or Southern cotton and tobacco planters. He emphasized the dangers of Communism spreading through damaged European countries. He also tempted them with the economic gains, which would be available to the Americans in case of a healthy democratic Europe (Unger, 2014, p. 189).

The strength of Marshall's plan was that it connected the European nations and offered an immediate help (Payne, 2015, p. 423). Marshall's plan passed through Congress in April of 1948. In its final form, it provided 13,3 billion dollars to the European countries and greatly helped them recover and rebuild after World War II. "The Marshall Plan, it is said, also checked incipient European inflation, helped modernize European economic accounting systems, and launched the Continent's process of economic unification" (Unger, 2014, p. 190).

8.1 Marshall Plan – Evaluation

Marshall played an important role in the development of the economic aid from the United States to Europe. He recognized the problem of the spreading Communism and prepared a plan to stop it. Yet again he applied his excellent speech skills to sell the idea of the plan not only to the American public, but more importantly to the European countries for which the aid was targeted.

His great promotion of the plan was key to the success of it as on the surface it would seem unlikely that the public would approve of shipping large financial support elsewhere right after an exhausting conflict. His speeches which Marshall targeted at key groups were very effective and played a major role. Once again, his persona of an unbiased man who had no interest in politics played a major role.

The success of the Marshall plan had a massive influence onto the political landscape of Europe. Had the plan not been accepted and carried out, the door would be left open for the Communists to take over the war destroyed Europe, therefore Marshall's task of promoting the plan was crucial for European democracy. Ultimately, Marshall managed this task well and successfully completed it.

Conclusion

The aim of this bachelor thesis is to show how important a son of a coal dealer, George Catlett Marshall, was in the scheme of victory of democracy in the Second World War and then in the destroyed Europe.

Despite having poor basic education, Marshall, challenged by his brother belittling talk, entered the VMI decided to succeed. It was here where he became a disciplined, success driven soldier, which would he be known for his whole career.

Earning his first officer experience far away from his homeland in the islands of Philippines, Marshall successfully led a small unit of 50 men. Already there and then the type of his assignment, organizing and improving the quality of the soldiers rather than leading them in battle, would predict, how exactly would Marshall prove himself as one of the greatest.

Passing a difficult two-year course, Marshall was doing everything he could to reach a personal goal of his – to progress up the ranks of the army. He picked up another crucially important skill while working as an instructor, he learned how to organize movement of large masses of troops and later back in the Philippines, he was involved in planning amphibious landings, giving him great knowledge for the Normandy invasion.

Hungry for proving his worth, Marshall was sent to Europe, but he never got to take part in combat but instead he had the big responsibility of planning operations. It was also during this time when Marshall got close to General Pershing, an important acquaintance.

After the war he stayed with Pershing, which propelled Marshall's career upwards. After the death of his wife, Marshall started to do work which had great influence on the Second World War. He worked on improving the infantry, making it faster and more flexible through simplifying the orders. He taught how to fight a mobile war, which was exactly how the Second World War was fought. As the war was knocking on the door, Marshall gave great support to the airmen and helped the air force, who proved to be a necessary part of the arsenal, grow and expand.

On the same day as the Second World War started, Marshall reached his goal and became the Chief of Staff of the United States Army. Now it was up to him to build up the lacking American army and he did not disappoint. Fighting against the isolationists, he

pushed for massive improvements for the army that were necessary to win the war. Marshall prepared the American public to understand that US involvement in the war was necessary. He was the constructor of the draft.

Throughout the Second World War, together with Roosevelt, thanks to his diplomatic and strategic skills Marshall was the voice of the United States in the discussions and plannings of the Allies.

George C. Marshall greatly influenced the outcome of World War II. He was the perfect man for his job. He had the experience and knowledge and he applied them with great efficiency to build a force that would win the biggest conflict in the history of humankind.

Without ever leading men into battle, George Catlett Marshall solidified himself as one of the most important soldiers of the Second World War. He built and directed the war winning American army. Winston Churchill described him the best: Organizer of Victory.

After winning the war, Marshall continued influencing the important political battles. He wasn't the author of the Marshall Plan, but rather he was a father of the idea. He chose the right people to prepare the base and then he convinced the Congress, using his persona and the public to allow the Marshall Plan to be accepted and applied. Without his efforts, it is likely that the Marshall Plan would not have been approved, resulting in terrible political consequences for Europe, with the Soviet Union growing its sphere of influence much further than it did.

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Annotation

Jméno a příjmení	Vojtěch Neuwirth
Katedra nebo ústav	Ústav cizích jazyků
Vedoucí práce	Mgr. Ph.D. Jiří Flajšar
Rok obhajoby	2023

Název práce	Vliv George Marshalla na druhou světovou válku a poválečnou Evropu
Název v angličtině	Influence of George Marshall on the World War II and post-war Europe
Anotace práce	Cílem této práce je popsat, jak George Marshall propracoval z nezáhodněné pozice až na vrchol armády a jak motivoval a připravil americký národ k vítězství ve válce. Tato práce se zaměřuje na důležité momenty, ve kterých Marshall nabyl zkušenosti a jak je později použil k tomu, aby pomohl Spojeným státům a demokracii porazit Nacistické Německo a později zastavit šíření komunismu skrz Evropu.
Klíčová slova	George Marshall, Marshallův Plán, první světová válka, druhá světová válka, demokracie, komunismus, vliv, armáda
Anotace v angličtině	The aim of this thesis is to reveal how George Catlett Marshall worked his way up the difficult ladder of the United States military ranks, starting from a disadvantaged position and how he motivated the nation to get prepared for an inevitable war that needed to be won. The thesis focuses on important moments, where he gained experience and how he later used it to help the United States and democracy win against the Axis powers and later against the Communism spreading in Europe.
Klíčová slova v angličtině	George Marshall, Marshall Plan, World War I, World War II, democracy, communism, influence, army
Přílohy vázané k práci	0
Rozsah práce	43 stran
Jazyk práce	Anglický jazyk

Resumé

Tato bakalářská práce se zabývá Americkým vojákem a státníkem George Catlett Marshallem a tím, jak se vypracoval až na samotný vrchol armády a následně díky svým schopnostem a zkušenostem vystavěl americkou armádu a připravil ji k vítězství v druhé světové válce. Marshall také velmi silně ovlivnil poválečnou Evropu. Použil svou silnou osobnost k vytvoření plánu finanční pomoci, kterým upevnil a posílil demokratické vlády ve válkou zničených zemích Evropy a tímto zabránil rozsahu komunismu.