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Espionage

NAVY DEPARTMENT  
BUREAU OF NAVIGATION  
WASHINGTON, D.C.

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R E S T R I C T E D

August 12, 1941.

BUREAU OF NAVIGATION CIRCULAR LETTER NO.104-41.

From: The Chief of the Bureau of Navigation.  
To : All Ships and Stations.

Subject: Subversive Activities - Combatting of.

1. Lenin, the greatest Communist of them all, declared as a matter of policy: "Our task is to utilize every manifestation of discontent and to control and utilize every grain of even rudimentary protest."

2. This is very closely allied to the fundamental Nazi tactic of sowing seeds of disunity, of capitalizing and inflaming every disruptive influence, every prejudice or aversion, every resentment, every apparent contradiction of interest. It is the spawned, millionfold progeny of the old doctrine of "divide and rule".

3. In the larger sphere of major tactics, Hitler has made the neutrals suspicious of one another, has made each of them various promises until they were beyond hope of unity or alliance. He weakened them with diversities of doctrine, with internal dissension and external pressure until, one by one, they fell easy prey. This is a part of the same principle - it is as old as Aesop's fable about the father who gave his sons a bundle of sticks tied together which none of them could break; but when he untied the bundle of sticks and passed out the sticks singly, each of them was easily broken alone.

4. Greatest proof of the recognition of the other aspect of this principle is seen in the lengths to which dictators go, in their attempt to secure unity within their own hard-driven lands.

5. There is probably no naval officer who does not understand this principle and its application to naval units of command. But the maintenance of the highest possible morale demands constant reminding of the absolutely essential character of the spirit of wholehearted unity.

6. All relations with enlisted personnel affect this unity favorably or otherwise. Good command builds unity and sound morale. Command "out of tune" disrupts morale and destroys unity. Consideration must be given to this. A division officer who is "doing his job" will find his men anxious to help build and preserve the "esprit de

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corps", and resentful of any influences of contrary effect. Good service men imbued with this spirit are very helpful, when on leave, in building civilian morale, respect for the service, and in recruiting the kind of men needed for the expansion of the Navy.

7. The subject is intangible and abstract; indoctrination by written means is difficult. But it is believed that if officers will give frequent, serious, constructive, and sympathetic consideration to the above thoughts, however peculiar, a helpful and eminently desirable improvement should develop in the quality of leadership manifested - the quality above all others essential in the fulfillment of the mission of the Navy.

/s/ C. W. NIMITZ

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