

## CHRONOLOGY of GEORGE C. MARSHALL'S LIFE

**December 31, 1880:** George Catlett Marshall born in Uniontown, Pennsylvania.

**September 1897 to June 1901:** Cadet at Virginia Military Institute, Lexington, Virginia.

**February 11, 1902:** Marries Elizabeth Carter Coles.

**February 2, 1902:** Commissioned Second Lieutenant.

**March, 1907:** Promoted to First Lieutenant.

**June 1917 to July 1918:** Assistant Chief of Staff, G-3 (Operations), and then G-3, 1st Division, American Expeditionary Forces (AEF), France.

**May 1919 to July 1924:** Aide-de-Camp to General John J. Pershing.

**September 15, 1927:** Elizabeth Coles Marshall dies.

**October 15, 1930:** Marries Katherine Tupper Brown.

**September 1, 1939:** Sworn in as Chief of Staff of the Army in the grade of General.

**January, 1944:** *Time* Man of the Year.

**December 1944:** Promoted to General of the Army (five stars).

**November 18, 1945:** Retires as Chief of Staff of the Army.

**January, 1947 to January, 1949:** Serves as Secretary of State.

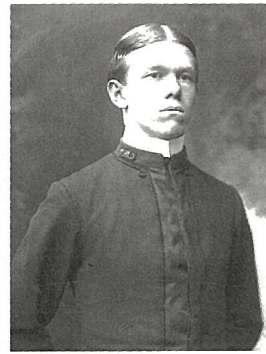
**June 5, 1947:** "Marshall Plan" speech at the Harvard University commencement.

**September 1949 to September 1950:** Head of the American National Red Cross.

**September 1950 to September 1951:** Serves as Secretary of Defense.

**December 1953:** Awarded the Nobel Peace Prize for the Marshall Plan.

**October 16, 1959:** Dies at Walter Reed Hospital, Washington, D.C.



### For Further Discussion

1. We have discussed five qualities of effective leadership. What are some others?

2. Marshall was not born with connections or great wealth. He did not attend West Point and was an outsider among officers. Marshall had to cultivate and nurture his leadership abilities in the lower ranks even as contemporaries leapt ahead of him. In the end, his leadership is remembered as the more effective and successful.

Discuss whether leadership is innate or willfully developed. What are the strengths and liabilities of being a "late bloomer" like Marshall?

3. Are there any common threads to Marshall's thinking?

Why were his plans for World War II and European recovery so successful? Discuss whether these successes were a consequence of great leadership, or of other factors.