

“The Indispensable Man”

George Washington played no role in the first battles of the American Revolution. Instead, he only heard reports of fighting at Lexington and Concord. He had, however, been elected to the Continental Congress in 1774. There he gained the respect of important leaders like John Adams. Though he had retired from military service seventeen years before (and had never commanded more than a few hundred men in battle) he was chosen to lead the American army.

If the new general took pride in his appointment, he had reason to worry. Washington had doubts about his own abilities and warned Congress he did not feel “equal to the command.” For three days he hesitated to tell his wife about his appointment. When he did write—knowing how upset she would be—he promised to return home by fall.

In reality, the tasks ahead were immense. Washington would not see home for six years. He might “command” an army. That army hardly existed. He would have to build it, and build it from raw material. The general did not reach Boston till after the fight on Bunker Hill. What he found when he arrived must have made his hair turn gray. Discipline among the soldiers was terrible. Officers from different colonies refused to take orders from one another. No one seemed to know anything about supplies. Clothings, bayonets and canteens were lacking. Food was terrible. One soldier complained that army biscuits were “hard enough to break the neck of a rat.” Even tents were scarce. A second soldier reported that he and his comrades slept with “the heavens over us and the earth under us, which was all we had.”

Washington did everything he could to improve conditions and brought great energy to the job. When he had fought the French and Indians, a fellow officer criticized him for being too often away from his troops. Now he rarely left camp, checking on every detail of the army's life. One day he asked for reports on the ammunition supply. No one seemed able to provide details. Investigating matters himself, he discovered to his horror that his troops had only 30 barrels of gun powder. This was enough for no more than nine shots per man.

Despite such difficulties, the new commander quickly won his troops' respect. Money was scarce and pay often late. The soldiers could hardly grumble, though, since Washington told Congress he would serve without pay. Food and living conditions were primitive. The general ate simply and shared the discomforts of his army. In addition, he treated the common soldiers with courtesy and took an interest in their welfare. When two barefoot men came to his tent to complain about lack of shoes, Washington invited them inside and listened carefully to their concerns.

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