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USA / 22c

Mr. and Mrs. Stephen D. Taylor
17 Inkerman Street
Mosman,
N. S. W.
Australia 2088

AEROGRAMME
VIA AIRMAIL
PAR AVION

② Second fold

Additional message area

April 11, 1978

Dear Steve, Margaret, Phoebe and Jacob:

Surely glad to know that the mail strike is over in Sydney. Your letter was much welcomed. Sorry to hear of your car problem, Margaret, but so glad you are okay and not injured in anyway. I guess troubles come along in twos or threes. Are you still driving the Datsun?

We have surely missed you all----it was a great month for us. Thanks again for your concern and hospitality.

Had a letter from Shana also and she said she had been in Guayaquil house hunting. They are returning to Guayaquil to live after their home leave next month and want to find something before they leave. Dee has been promoted to Manager and will be taking a job as Group Head there. I think Dee starts his work in another week but that won't affect their home leave. Shana has her old job on American-British Club board as treasurer and it won't be like going into something new as they are well acquainted. She said Dee is thrilled about his new job and the fact they'll be back in Guayaquil.

Also said they were having student riots in Quito because they raised the bus fare from 4¢ to 6¢. There have been killings, fires, rock throwing and tear gas all over. They pretty much stay close to home and all the schools are out.

Also, Dee was made Branch President a month or so ago so his term will be short. Shana says there are only 4 men in the branch and she doesn't know what they'll do.

She is leaving Quito on the 20th and will spend nearly a month in San Jose. Dee will leave later, go to New York and then to San Jose on the 13. They will arrive here on the 20th of May for sixteen days.

We had more rain on the weekend and the nights are quite cold. The days, however, are warming up and it is quite lovely. We still haven't done much outside and I guess it will all get ahead of us. Did get the roses ~~g~~ taken care of and the south side of the house looks pretty good.

We hiked over in Wardsworth last weekend---still alot of snow on the trail, and the creek is hard to cross because of high water. There are logs in various crossings but abit hazardous in some respect. I was trying to cross in one place and slipped and fell in the creek and got wet up to my ~~xxx~~ neck.....then walked two and a half miles freezing. Believe me a hot tub felt good upon arrival home. (Our hike book is out and the Universe sent a photographer and writer along with us.)

Phoebe, how are you an Penny getting along? Your mother said you and Jacob had been swimming in the Davis' pool. Do you like theirs better? Have missed hearing you practice the piano and hope you are sticking to it. You'll be glad as you grow older. We really miss you. Love to have a picture of you sometime.

Jacob, we would like to see a picture of you in your new winter uniform. Are you still toting the brown suitcase? Have you had any friends over lately? We will want to see you in your cricket uniform. We miss you.

Well, will bring this to a close. Dad is going to a committee meeting (Mental Health) in S. L. today so I'm going to ride up with him. So glad you were happy with the Curry party. I guess the book is going great guns.

Much love,

M. & D. xxxx 0000

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Additional message area

ONE SMALL STEP WILL FOLLOW ANOTHER. BUT
WE CAN HELP BRING THE KING DOWN OR BACK A
LITTLE BIT AT A TIME. THINK OF THIS WHEN
TENSION BUILDS AND THEN QUOTE CONSIDER
THE LILLIES ---, I'M HAVING SOME FUN WITH
THE ARTICLE I WROTE FOR THE ENSIGN. IT
SEEMS THAT THEY ACCEPT THE CONCEPTS BUT ARE
AFRAID TO PRINT IT AT THE MOMENT BECAUSE
IT PUTS THE ARABS IN SUCH A BAD LIGHT
THE SUPPORTERS ARE WAGING A BATTLE. NATURALLY
I SEE THIS AS PART OF THE ABOVE (TECHNICAL) PROCESS
OF THE ARAB TELETYPE IN FAMILY CHURCH

Runnals/teched

PROVO, UTAH
FEB 16TH.

Dear Steve

THANKS FOR SENDING A COPY OF WHISTONS TALK
I LIKED THE POSITIVE TONE. THE PERSPECTIVE
SEEMED WELL INTEGRATED TO ^{describe} A SUCCESSFULLY
FUNCTIONING "MICROCOSM OF THE WORLD". IT
SHOULD PROVIDE YOU SOME SATISFACTION
THAT YOU ARE A SMALL PART OF AN
AREA OF THIS MICROCOSM AND CONTRIB-
UTING A MEASURE OF SUCCESS + STABILITY
TO AN AREA WHICH HE DESCRIBES AS
ONE WITH A LOT OF PROBLEMS. FRUSTRAT-
ING IT MUST BE TO KNOW THE ANSWER
TO SOME OF THESE PROBLEMS AS YOU BE
ALMOST POWERLESS TO CHANGE THEM TO
A MORE SUCCESSFUL MODEL - A NEGATIVE
NOTE - WITH SUCH A SUCCESS STORY TO TELL
AS IT RELATES TO PROFITS THERE IS LESS LIKELIHOOD

THAT
WE

IS GOING TO LOOK INWARDLY FOR ANSWERS
AS YOU WELL KNOW I HAVE IDENTIFIED THE
CONCEPTS ASSOCIATED WITH THE HAWTHORNE
STUDIES WITH THE "SERMON ON THE MOUNT"
LIKE MANY OTHER ASTUTE SCHOLARS IN-
CLUDING STANLEY TEELE. HERE IS A QUOTE FROM
THE END OF ONE OF HIS TALKS: "FINALLY, I SHALL
HOLD FIRMLY IN MIND THAT THE KINGDOM OF
GOD COMES A LITTLE BIT AT A TIME. THE EFFORT
TO ENCOURAGE MEN TO SEARCH FOR THEIR OWN
ULTIMATE VALUES WILL HAVE NO DRAMATIC
REWARDS, AND NO SURE FORMULA TO GUIDE AN
EFFORTS WILL BE QUICKLY VISIBLE AT BEST

Dear Steve

THURSDAY
JAN 25

Your presentation on China left us with the impression that you are capable of seeing and thinking analytically in the framework of the conceptual on the "Big" picture. Two of the requisites which will enable you to exploit this potential ^{area} ~~as~~ the extra energy and drive that comes in part from a health pattern and an awareness of whats going on in the world that comes from travel and reading. We are happy to note that what with your running program and resolve to read you are moving in the right direction.

We sent a request to FORTWELL book club to send you their membership details. Since you have already read the "Unconscious Conspiracy" you may want to consider another title in somewhat the same context which is also a publication ~~from~~ ^{by} the American Management Assn. "The Believable Corporation."

D'ARICE is NOT A Professor. His background is purely business with Bell ^{Howell} ~~Howell~~ General Electric and Xerox. He is almost a purist in the theory context and deals with the subject from the standpoint of communication.

He is a little extreme, even for me. But he
claims that he sees down the Road, has succeeded
in fast company and is published by the
American Management Association all of
which say something. You have read the
Fortune article on the "Gimmick" but
you may wish to get a mature view.
You have Peter Drucker's "Management"
there is a lot of it. But he is a pretty
knowledgeable guy. He does as much as
anyone we know to achieve coherence
and integrate theory & specifics and controls
into a theory & program.

This thought prompts me to move into
another area which you brought up & on which
I noted I had some considerable thinking. When
you give up the well articulated rules, principles,
emphasis on things, or in other words the
"substance" what is there? This is a tricky
trend that worries a lot of people. Especially
the orthodox Realists that put great
emphasis on the "word" rather than the
"spirit" and without begging off &
although it may seem so - I submit that
we see this move from articulated
& spelled out substance to the intangibles
in many guises - The movement from
the "word" to the "spirit" - Warren Bennis'

(3)

description of student's not accepting
objective data because it didn't satisfy.
since they know how they feel
perhaps a growing struggle for
a sound concept of "QUALITY" in the
"ART OF MOTORCYCLE MAINTENANCE"
~~and~~ where the "subjective" is given
a place along with the objective and
last and make the point Theory X
giving way to Theory Y.

Not answering the question but a
means of thinking further only. (Sub-
mit The American's Great Industrial
complex was built pretty much on a
Theory X base which included Lack of
motivation, (The carrot and the stick)
Adequate coordination & control -
The human psyche in today's world is
slowly but surely rejecting T. A. Motive
because they know and feel there
is a better way - The error in
communicating this concept is that
it is so exciting that it is often
seen as a substitute rather than an
added ingredient. It is not enough
to be good, trusting & clear minded
Drive coordination & control must
still be a part of any operation
They cannot be "assumed"

(4)
A manager who makes up in to menials
would will have to accept this fact
and capture a means of commun-
it to his associates effectively
in a context of trust - power & for
the person as a person with a
mind visibly open to the persons
entrepreneurial skills to the extent that
he feels that he has an opportunity
to create and participate.

What I may be saying is that we
should have all of Kari's skills
but should go a step further, beyond
"do this and I'll take care of you."

Do you see where FAITH fits into the
a core context -

We had a good time in seeing
Dad back on his feet - He apparently
gets along well with "Volk" on
what even his name is.

We enjoyed your visit with
our few examples - were gutted
for the opportunity of getting to know
the kids.

Love to Mark & Ket

Found your gloves
and Phoebe's cap in
back of Volk's.

~~Mark~~
as even
Dad.

January 16, 1978

Dear Steve:

I have done a great deal of thinking about how and what prompted the receiving of many of the revelations in the Doctrine and Covenants. Especially do the 88th, 89th, 93rd and 121st interest me in this context. I recall reading in Church History records when Joseph Smith often had some depressing challenges, and there was dissension in the church, he would go to the Lord and then come forth with some exciting new doctrines.

The thought has occurred to me that in cases where the subject has an adequate foundation of faith and knowledge, but at the moment suffers from inadequate answers to the point where his own ego is depressed and has nothing to offer and therefore provides no resistance, something positive frequently happens. Is it possible that in these moments the subject may be tuned into a realm of knowledge that is transcendental? Is a sphere of truth tapped that is in the periphery of celestial realms? Could this be one of the very processes of revelation? Joseph Smith was taught the process and schooled to this process as a result of his many visitations and used it often in times of distress. It was this quality that made him a prophet. The significant point is that God did not make a personal appearance on each occasion but Joseph Smith tuned into this celestial knowledge bank. Also significant, as a part of this hypothesis, is the fact that this process is available to any person who possesses the skills, abides by the conditions and obeys the laws which control the "tuning" in process. Some people have the experience unwittingly, almost accidentally.

You recall in some previous correspondence I referred to Persig's ZEN AND THE ART OF MOTORCYCLE MAINTENANCE. He describes a condition of getting "stuck." None of his hypotheses worked and his mind was too fatigued to come up with anything to relieve his frustration. With his mind so programed, his own ego lets go. Sometime later, in some manner, a flood of answers come to him and he finds himself on a new plateau of awareness.

Is this one of the more exciting manifestations of the prophecies heralding in the last days when, "the young men will see visions" and "out of the mouths of babes?" My immediate purpose in writing this letter is to report that the other day I followed the advice I gave to you and Dee. I suggested that you go down and spend a couple hours with Brother Fletcher. You know, he is one of the great among the great. I have had several discussions with him. He subscribes to the above philosophy and often uses the "tuning in" phrase. In a priesthood class a short time ago he told how he was tuned in to, or by the "Holy Ghost" in his doctoral orals. He filled four large black boards with an explanation on the Quantum theory in Physics without a single mistake. He utterly amazed his five examiners all of whom admitted that they could not have approached his presentation.

But in the course of our discussion in the context of the above he reached in his drawer and pulled out a scroll which was tied with an orange ribbon. He asked me to read it. Then he explained how at Bell Labs he became discouraged. He felt that he wasn't appreciated and was treated unfairly. No one would buy his ideas and things looked dark. He went to bed and awakened in the night and his whole being came alive. It was then the message in the scroll came to him. He actually states that he saw it written on the wall. What do you think?

Love,

Dad

P.S. A copy of the scroll is enclosed.

There are problems that I do not understand both in the physical world and in the world of human relations, and I have sometimes become discouraged, as I trust you do at times. At one such time I sat down and wrote the following to myself which I wish to share with you. I have entitled them:

TEN THINGS TO REMEMBER

1. Remember that man is that he might have joy.
2. Remember joy comes by developing and using my talents, not only for myself but for humanity.
3. Remember to approach my daily problems with love in my heart for those involved--work and do my best--and trust in God for the reward.
4. Remember not to worry too much about the yesterdays or fear too much about the tomorrows, for the yesterdays are gone forever and the tomorrows never come, but greet each dawn as the beginning of a new adventure, where the interplay of faith, love, and work either makes life richer or more miserable according to my efforts and attitudes.
5. Remember to rise above adversity and trouble, for these are given to increase my patience and sympathies for mankind. In overcoming them, I will progress nearer toward the salvation and exaltation all are seeking. Men, like rivers, become crooked by following the line of least resistance.
6. Remember to be optimistic at all times, for all experiences have their bright side.
7. Remember to follow the Scout law, to do a good turn daily, and thus increase the number and intensity of my friendships. Friendships constitute the greatest wealth on earth. Never hesitate to win friends by losing dollars.
8. Remember a truly Christian gentleman always has an encouraging word and kind deed for others.
9. Remember to pray always; leave me not in temptation and deliver me from evil.
10. Remember to do the things that increase faith in God, for with such faith I will resolve all the conflicts of my mind and soul, and it will carry me through great sorrow and even through the valley of death, and yet be untroubled and leave no bitterness but a sweet peace of mind that all is well because God lives!

My dear young people, most of you have been born of goodly parents who have a firm belief in God. Do not sell your birthright for a mess of pottage. A fool hath said in his heart there is no God. Play the fool and you must pay the price.

Amen.

Dr. Harvey Fletcher, Sr.
February 24, 1960 pp.13-14

WELDON J. TAYLOR

August 25, 1977

Dear Steve and Margaret:

This week our rhythm of living has been significantly modified from our original plan. We're having to eat all of the late corn which we planted at a time which would mature during the third week in August and we would share it with you. I had to go out and prune the Russian olive and the Sumac which at your suggestion I was leaving for your strong back. I climbed up in the Sumac to make the limbs more accessible and one of the crotches gave way and I found my equilibrium in Dalton's yard. It could have been more serious, but it went down slowly and reminded me of my younger days when we went to the lake or the river to "ride the willows," which was much the same exercise except deliberate. Another reminder of your last year's visit is that the BYU swimming pool is shut down for repairs until September 5th. Maybe they will keep it open during the holidays so that we can watch Phoebe do her stuff. At any rate we are looking forward to seeing you all.

Steve, if you are still coming for conference, and we hope you are, the only football game in the approximate time vicinity of your visit will be September 30th when BYU plays New Mexico. The next home game is not until October 29th when we play Arizona.

I hope that and I presume that I have over-reacted to your attitude toward Ralph and his management philosophy. If he is giving you the reins during his absence, that means something. It is also a tight rope for you to walk in demonstrating poised and effective leadership in dealing with the V.P.'s in a manner that will please Ralph on his return. From your description of Ralph he sounds to me like two-thirds "jungle fighter" and one-third "gamesman," and maybe this is what his job required. I am reading well into "The Gamesman" now and one of the justifications that Maccoby cites in favor of the jungle fighter is that such a need may exist in time of crisis. Ralph has his name to make too. Getting the job done in a short period is more important than the extended support of his staff. Even with the "gamesman" winning is the goal. He sees you more useful to his purpose as trusted but hungry for promotion than in being happy with adequate "job satisfaction." If that is his game unless you have a manner which bespeaks dignity and strength to set the forces in motion for correction, accept it with poise and a show of positive strength, showing no disloyalty or vindictiveness. You are smart enough to know this though. I need not tell you. If you haven't read "The Gamesman" you should. One of the tests of strength it mentions for those that move ahead is standing up under pressure or the kinds of experiences you are having now.

I am convinced that anyone that amounts to anything has to have some ~~trial~~ ^{trials} and testing. It is no longer the frontier with its starving, exposure, wolves and indians. It is the stresses, strains and anxieties of adjusting to a people and an organization oriented society. Go back into those quotations I sent you by Whitehead and

re-read the one on comedy and tragedy. Read II Nephi, Chapter 2. Lehi had to have lived a life that was full of both tragedy and comedy to have written this sermon to Jacob, even with the aid of revelation. Joseph Smith in his young unexperienced age could never have sensed these dimensions without divine insight.

I am happy you have the strength to stand firm under the pressure and speak objectively about it. Since you can't change the way it is go the second mile in objectifying and understanding it. Find your "Christ's Wilderness", your "Moses' Sinai" or your "Joseph Smith's Sacred Grove" and get a vision of its reality. Clarify it to the point where you can generalize on one page "what is" and what you perceive "might be." In other words learn to a maximum from the experience. I am convinced that with your experience, your philosophy and skill you could get more from these people by a more open and positive relationship. I also feel certain that you have learned a great deal from this relationship. Don't buy "The Gamesman", you can have my copy.

Margaret, since you are also committed to moving forward, I am sure you appreciate all the above involves you too. I was happy that Bill Farnsworth's wife, in London, reported positively about your adjustment and contribution.

Again let me say how we miss seeing you all. Mother has the yard colorful as usual. We are enjoying corn, beets, carrots, zucchini, tomatoes, a few strawberries, peaches and have ^{red} ample radishes and peas from the garden. Soon we'll be eating canteloupes and raspberries. Only a few grapes this year. Something got to them last year and set them back.

Let us know soon about your travel for conference.

Love,

ONIONS
Dad

July 7, 1977

Dear Stephen and Margaret:

We appreciated your telephone call on Friday. We are proud of what you are accomplishing and the opportunity of hearing your voices warms our heart. We perceived, however, some degree of distress in ~~Ralph~~ Ralph's not responding to the normal and usually sound procedure of rewarding talent consistent with its merit. From our position of limited perception of Ralph and the total circumstances, and also being quite aware of the depth and ~~though~~ thoroughness of your insights where areas of human interactions are involved, I fear any specific counsel or advice would be quite redundant.

What we do see, however, is in a sense a test of your mettle and skill in dealing with tension and conflict in a corporate situation which is not uncommon in corporate life. Again we refer to the model of the game. As we perceive the score in this sense, which will certainly apply in the long run, it is not whether you get the Vice Presidency, in the next year, but how you maintain your serenity and objectivity in the pressure of high tensions. Tensions are a way of life in today's society. Only the non-achievers do not have to endure periods which bring anxiety and distress. This does not mean that they should be passively accepted with no action taken to achieve relief/

Indeed, it is out of these periods that we exceed ourselves, deeper understandings are achieved, creative concepts are born and the ~~other~~ reaches of our capacities are ~~extended~~ extended. The significant fact is whether your tensions direct your energies into these areas rather than constant reflection personalizing your problems by blaming the other guy and dwelling extensively on the fact that you are being made the "goat." I'm not saying that some of the latter must not be experienced and are even desirable. Out of the union of the two areas of thinking, a strategy for dealing with the problem should be developed. But the positive attitude and the objective wisdom directed toward the common goals of the firm should dominate the strategy. The minute you reveal vindictiveness or personal hostility you reveal a weakness in your game plan or strategy.

But enough of this. Just let me say that I have observed strong qualities in you that will enable you to cope. As I mentioned, you seem to have an insight in terms of how the interplay of forces in a psychological conflict setting influences the respective party's feelings and consequent reactions. You seem to be able to objectify this unsteady equilibrium so that you see the damage that could occur to your own case by acting impulsively or unwisely. This quality will enable you to devise a strategy based on rational optimism and faith rather than anxiety and pessimism.

Moreover, you appear to have the quality of heart as well as all the other motivations to which the "gamesman" responds. Therefore, time will be in your favor. By the way, I sent you some quotes awhile back from the Warren Bennis "Unconscious Conspiracy." One of the points he emphasizes is the growing demand on the part of employees for the acceptable and respectful behaviour of the manager as related to their participation. In this context, Dee told us of two instances involving Citibank. In one instance, about five years ago, the bank management sent in a manager who behaved contrary to the feelings of the employees. After a short period, the employees presented him with a signed statement telling him to be off the bank premises in forty-eight hours. Citibank replaced him and gave him a less prestigious position which he soon left. The other instance had similar dimensions. A man made a good record in the Ecuador bank and was sent to Central America. His attempt to impose his aggressive patterns on an understanding employee group resulted in his rejection by the employees. The bank sustained the employees. The dynamics of how this rejection applies in each ~~like~~ instance is complex. But the function

We are not suggesting
this course for you.

1047

738-379

of bringing your employees along by informing them and selling them on the objectives is here to stay for awhile and is receiving increasing enlightened attention.

There is another area where a concept can be ^{viewed} ~~viewed~~ in terms of an appropriate ~~xxx~~ balance. This is the balance between functional performance which is intrinsically real and extrinsic recognition which in the deepest sense of the word is superficial and unreal. It is true that to the outside world and those ~~not~~ in the circle, the extrinsic (title and increase) are the real/ For this reason the spread between the two should not be too wide or persist too long. But for the person involved, the true satisfaction ^{derived} ~~deserved~~ from intrinsic or real performance provides the steadying balance to keep the extrinsic goals from becoming an obsession which destroys one's skill in coping with complex invisible ~~xxxx~~ but nonetheless very tangible realities.

Margaret, we were very happy to read in Betty Stanley's letter how you were making a major contribution and providing strong support with Steve in the achievement of your joint goals. Now ~~af~~ all times is when you must achieve a seasoned, patient and sound balance. Neither of you need to prove anything to ~~us~~ us. We know you have the qualities for which the world is desperately seeking. Your ~~testing~~ ^{testing} them in the crucible now will enable you to share them more effectively in due time.

Love

Dad

Certainly apologize for the miserable typing. We have been out in the yard trying to do some fertilizing and watering. We hiked yesterday and so were on the ~~weary~~ side and slept in an extra hour. We had a grand hike on the ridge of mountains off the Cascade Springs road. Wrote earlier in the week and also sent a tape. We will write again Tuesday or Wednesday. Much Love, Mother

May 24, 1977

Dear Stephen and Margaret:

Sometime ago, I read Will Durant's THE LESSONS OF HISTORY. After indicating that the equipment of a child born today is no different than one born many thousands ~~if~~ years ago, that all progress since that time is a part of our cultural heritage which cannot be passed on in the genes he states, "If a man is fortunate he will, before he dies, gather up as much as he can of his civilized heritage and transmit it to his children and to his final breath he will be grateful for this inexhaustible legacy, knowing that it is our nourishing mother and our lasting life."

We are grateful already for the philosophy, insight and other cultural progress which you have achieved on your own. But there are some very exciting changes in our thinking, ~~a~~ living and working patterns today. As I read, I might share with you some of the morsels picked up which as I perceive, mark the trail which these changes are taking.

A couple of months ago, I read Herzberg's THE MANAGERIAL CHOICE. Did you know that his article has been sold in more reprints than all other articles put together? ONE MORE TIME HOW TO MOTIVATE EMPLOYEES is the title of the article. The book is merely an expansion of the article and an answer to his critics. The book, the article and his ideas is a "micro" treatment of the theory Y concept, the Hawthorne concepts and those in other Harvard Business Review articles. These were "macro" or philosophical treatises. But his integration of the means of harnessing human forces is very timely. It is encouraging to observe the enthusiasm with which it is being accepted.

His basic premise is that motivation is from work. The organization should be so constructed that the job is enriched by breadth which permits judgment and the ~~applied~~ application of skills which are recognized and re-inforced. Trust and no frequent checking on are a part of the picture. He makes a point of the fact that motivation comes from growing and learning. I certainly agree. Favorable environment such as working conditions, fringe benefits and even pay are environmental factors which keep a worker from being ~~unhappy~~ unhappy. But in and of themselves they are not motivators and do not make men happy. As you study the philosophy, step back and look-- you see Douglas McGregor's theory Y in minute perspective.

Then you might ask if it's so true why isn't it more apparent in my job? Let me again quote from Durant. "...We are acquisitive, greedy and pugnacious because our blood remembers milleniums through which our forebearers had to chase and fight and kill in order to survive and had to eat to their gastric capacity for fear they should not soon capture another feast."

In spite of these difficulties, however, the desired changes are not only profitable but appear also to be expedient or inevitable. Several years ago I read a book entitled WHERE HAVE ALL THE ROBOTS GONE? I used the following quotation in an article I had published in A.A.C.S.B. Bulletin.

The human robot who used to consider a paycheck adequate compensation for performing boring, soul-killing tasks on the assembly line or in a bureaucracy is fast disappearing. Today's worker wants more than money. He wants to be freed from the dehumanizing effects of technology. He wants a job which allows him to retain his self-respect and individual dignity.

I am enclosing quotations from another book THE UNCONSCIOUS CONSPIRACY by Warren Bennis. Bennis wrote an article in the Harvard Business Review DEMOCRACY IS INEVITABLE a few years ago. He built an Interdepartmental Service Institute in the State

University of New York, at Buffalo, and the last three years has been President of the second largest university in the world, Cincinatti. (No. 1 New York University.)

These thoughts are quite typical of the literature today. The best and most illustrative evidence of this change toward subjectivism on a personal basis, ~~xxxx~~ but presenting an entire change in our philosophy going back to Plato and Aristotle, is in the book the students by the thousands are reading ZEN AND THE ART OF MOTORCYCLE MAINTENANCE.

Steve, my purpose in noting this first quotation is that I thought it might appeal to you as partly describing your situation.

But, read these over and let them flavor your own consciousness according to your own perceptions..

Love,

Dad

April 20, 1977

Dear Stephen:

Ever since you informed us of your call to the Bishopric, I have intended to express to you some of the thoughts that came to mind. I remembered a letter we received from Brother Burton, who visited with you while you were on your mission in France. It was kind of him to write and tell us that you had a real capacity for leadership both in and out of the church. I was also concerned as to how you could achieve excellence in this work and also the challenging assignment with Citibank.

Then a thought came to me that I have pondered much during the last few years. Perhaps I can begin by quoting from I Nephi 3 and 7, "for I know that the Lord giveth no commandments unto the children of men save he propose a way for them that they may accomplish the thing which he commandeth them." As I perceive this application as it has related to me and the many I know, I would add the statement, "within you." When I was called to be a bishop, in Lake View, I was single. I had to move out of the Ward and I was so unsettled as to be slightly neurotic. How could I handle this post? I frankly told the Stake Presidency of my dilemma. They let me go but called me back two weeks later. President Watkins, with some humor, told me that I should find a wife in eighteen months. This was in May, 1941 and we were married in November, 1942. A settled feeling of peace came into my heart and my neurosis left. During two years of my service, I drove back and forth to Salt Lake City with the O. P. A. six days a week. I gained weight (which might not have been good). Attendance at Sacrament meeting climbed from 15% of the Ward to 25%. We led the Stake most of the time. Tithing doubled each of the last four years. To be honest I should state that War prosperity had something to do with both of the above indexes.

But the significant point is that there was significantly more energy and skill to accomplish this work than I had heretofore known. As you know, according to L.D.S. doctrine the Light of Christ is available to all men as a creative force. To the L. D. S., with the Priesthood, the power of the Holy Ghost is also a power resource. But to make my point thoroughly let me use a statement of a Catholic Father who tried to sell the Mormon concept of "the Light of Christ" to the Catholics and they exiled him. I'll write more about him later. But here is a quote from Pierre Teilhard De Chardin. "To those who have eyes to see it the world is an entity shot through within and without by the Divine Presence "like a chrystal impregnated light and man at every moment is acted on from every side by all the energies of the earth. When he works effectively and conscientiously toward some unselfish end man touches the Holy...."

The Mormon scripture which corresponds to Teilhard's philosophy is the 88th section of the Doctrine and Covenants. The gist of it is in verses 6 through 20 which, as Teilhard, applies a creative philosophy and power to the earth as well as man. But the scripture which applies to the quote above is Verse 67, "And if your eye be single to my glory your whole body will be filled with light...etc. I believe that it would not be inaccurate to ~~interpret~~ "light" as "energy" or "power." This is the same power referred to in the 121st Section of the Doctrine and Covenants Verse 37 - "...behold the heavens withdraw themselves." I know this applies to the Priesthood, but it operates with the "light of Christ" and as an eternal principal also. I have felt this surge of energy, health and a deeper satisfaction than can be felt in anyother way, and can attest that it is real.

I don't wish to cheapen the divine context of the above. But I do wish to point out the fact that the dedication to a worthwhile task is ~~now~~ in the generalized ~~now~~ church environment by a maximum. Lee Bickmore had on his desk and which was

"THE KNOWLEDGE
OF HEAVEN IS

HAN ENERGIZING INFLUENCE

quote in every article published about him. "There is no limit to what you can accomplish if you don't care who gets the credit." Bickmore was President and Chairman of the Board of Nabisco, you recall.

I might make another suggestion. You are going to be pressed for time and you will want to achieve a WARM relationship with every member of the ward. You will want to delegate many tasks and you won't have the time that many Bishops have to do alot of visiting. You can build these relationships by knowing everyone's name. Know it early and know it well enough to call them by their name without hesitation. I was weak here as a Bishop when applied to kids and was saved by your Mother who knew every kid. As a dean during the last five years before every function with the wives and husbands, I got my list out and drilled myself for half an hour. It worked magic. I even got a reputation for remembering names. I guarantee that a little special drilling will save time and build commitment. I know you will build foundations on which the future of the ward will grow I hope you can organize your affairs so you can get a brisk walk in everyday.

I am glad that you have the great love and concern for your family that you show. I feel a personal and very pleasurable WITNESS that the Lord will bless you now and in the future for the great service you can perform for these children of God.

Love,

Dad

Give Margaret my love

See ENVIRONMENT FOR SOURCE

"What happens to top men--and I think that men and women who are new to the burden of high position are especially vulnerable because they are trying to prove themselves--is that they end up with a kind of battle fatigue, overworked, acting as policemen and/or ombudsmen and, what's worse, seriously undermining the legitimacy and effectiveness of the other executives reporting to them. Presidents can become burnt-out victims of the Peter Principle while denying the best potential leaders below them the responsibility needed for their own learning and development."

"When this critical intelligentsia formed a tiny percentage of the population, it was perfectly proper to think that those who went to work for TRW and GE would be absorbed into the organization. But today there are simply too many. They are aware of themselves as a community. They are able to support each other's rebellion in ways which were never possible before.

So I believe they will have a profound impact on the world of business--an impact none of us futurists was able to predict but which we must begin to measure now. What will that impact be? What are the demands of their revolution? Unlike the situation in the 1930s, the demands of today have very little to do with wages and touch only peripherally on the conditions of work. These revolutionaries are children of the middle class, and they have reached a higher level in the hierarchy of needs. The typical college rebels are the offspring of technocrats, lawyers, and doctors. They are interested in creating work situations which bring joy, spontaneity, self-expression, and self-actualization.

Their new morality is person-centered. It values technology only if the technology serves personal growth and social goals. To the extent that institutions and their leaders fail in fulfilling these goals, they will fail to attract the brightest young people to work in them."

"I think leaders today must reckon with the fact that these minisocieties will become increasingly dominant on the American scene. Indeed, they will comprise a whole countertrend which we failed to foresee in the early 1960s, a drive toward smallness, personal diversity, and cultural pluralism"

"So far, the "alternative institutions" of the Left--the communes and underground culture--have been the only ways to meet the needs of the young. The big firms have had difficulty attracting talented graduates from the campus, but I still believe that business remains one of the most creative places for designing the jobs which will finally satisfy our young people."

"Many of our disaffected youth hope that their country-culture will completely supplant the old corporations and governmental institutions. This seems x to me unlikely--but, provided their present disaffection from the private sector can be softened a bit, it seems to me that business has much to offer them. Before it can, however, both sides will have to learn a great deal. And one of the things business and business leaders will have to learn is that social change is here. The revolutions are actually happening. The kids can't be conned."

"Much of the experimentation will deal with ways to combine centralized services with cultural diversity. All our institutions will begin responding to the revolution we're going through now. They'll have to. It's a revolution in consciousness - for the first time in ages we're taking seriously the subjective experiences of people. The changes will be as vast as those which followed our unlocking of the secrets of the atom. I believe the T-group movement and the hippie movement are manifestations of a new consciousness which is giving credibility and validation to a man's or woman's subjective experience: the way each sees the world, his or her own desires."

"Each of us is, in a sense, like a miser who has vast hoards of resources and uses only a fraction of them. It is doubtful if even the greatest geniuses were ever using at any one time more than, say, 80 percent of their total potentials. Few of us are using even 50 percent. That there is a deep hunger for things we cannot find is evident in the findings of the Senate's own survey that 53 percent of Americans feel there is something "deeply wrong in America" today. What things are missing?

They are, it seems to me, chiefly these qualities: integrity - dedication - magnanimity - ~~the~~ humility - openness - creativity. And they are equally important in leaders and in those who are led."

"Kuhn's point is that the men who revolutionized science were always those who changed the paradigm. One of the interesting changes in paradigms today, for example, is to be seen in the social sciences: the deep concern with the conscious, introspective, phenomenological aspects of personality or the subtle shift away from logical positivism toward intervention research.

The professors are saying, "The subjective consciousness is just your feeling. Let's talk about objectivity."

The students are saying, "I know what I feel." (Or, rather, "I know what I feel.") Their revulsion against the strategy of truth based on symbols that are both verbal and quantitative is very big. There's a real collision of these two paradigms right now, one based on the more accepted ~~canons~~ canons of science, the other based on subjective feelings."

These quotes taken from The Unconscious Conspiracy, Why Leaders Can't Lead by Warren Bennis, published by AMACOM, A Division of American Management Associations.

1977

January 21, 1977

Dear Steve:

My effort on the tape, the other night, was quite unsatisfactory to me. But again let me say how sound I felt your perceptions were. I know you don't relish these kinds of experiences. Certainly your feelings are very important to us and we can't help sharing your frustrations. But, since you are in a position where the best long run course is to endure, especially where Ralph has made a verbal commitment in your personal interest, how can you make this experience serve your long run best interest? You have heard me quoting the behavioral scientists, "learn to accept him or the situation." ~~That~~ doesn't mean to take no action or to resign from any effort to maximize an opportunity. To accept in this context is to be wise enough to know that in the time frame you are working under, you can only change a limited number of conditions. To accept means don't waste nervous energy over conditions you can't change. To attempt to change them will destroy relationships that are important to on going goals and do more harm than good. You will be more composed, happy, and objective if you can achieve this acceptance.

Your relationship with Ralph is significant to you, to Ralph and to Citibank. You have the skill to build this relationship without being servile, craven or submissive. This is what Christ would have meant when he said to "turn the other cheek" or "love your enemies." He was talking to people to whom he was promising a more "abundant life" and these were some of the conditions of such a life. But, now, are we wise enough to effect a positive course of action that will bring victory, not only to Steve Taylor alone but also to Ralph and Citibank? This condition may sound contradictory but it is no more so than most of the statements in the Sermon on the Mount.

Let me discuss a simple model which I attempted to discuss on the tape. That is the view of leadership which you also mentioned on your tape. There are areas of activities in leadership and management that are overt and tangible where the insecure person gives significant emphasis to focusing on his status and power. He is happiest where he can be re-inforced by associating directly with people over whom he has authority to see the visible and tangible extensions of his power. These kinds of activities may have a legitimate place in ~~certain situations~~ and at some stages. But, they are more important in short run situations and below the level of permanent or top management leadership. But the secure leader is able by attitudes, a dignified bearing, vision and faith to communicate to his associates in a context of reality and relevance. He has the security to communicate regarding short term goals in the context of long term goals where he is not threatening his insecure associates.

In effect you are emotionally and administratively "stuck" in the parlance of "Zen and the Art of Motorcycle Maintenance." But Pirsig, the author, makes the point that these "stuck" periods are the creative periods of our life. My life would be much less meaningful and my success less had I not had such experiences. You have the capacity to further the interest of Ralph, Taylor and Citibank. You have to find the answer, and YOU can.

All I can tell you is that the answer is not in hostility toward or servility toward your friend. I guess you read about Carter's great demonstration of leadership by getting out of his car and walking down Pennsylvania Avenue with his family at the Inaugural parade. He surely has the country with him now.

Love,

Dad

Saturday 5:30 p.m.
Mono Utah

Dear Steve:

We just finished freezing some ice cream to take out to Uncle Paul's for a company party. This morning we started on a hike to go from Rock Canyon to South Fork and got on the wrong trail. Luckily we found the right one and will try again in two weeks. After returning home, ^{just} while resting I finished reading Corporate Lives by George de Mare. Then while I cracked the ice the mail came & we were delighted to receive your nervous letter. In view of the narratives in Corporate Lives the incidents ~~involving~~ ^{INVOLVING} Chanley Kelly were especially interesting. I've come to respect your judgement very much in the first place and in the second place your knowledge of "bants" policy makes you better than Chanley. That's why I'm not worried about your speaking to the press about Lett's program - now if you had been with U.S. Steel and some other corporations I know you'd have had to clear anything you said with P.R.

When Chesley goes back to new york he's still going to be a friend of W. W. and other men in high places. This is only an incident. We certainly are eager to see you. But your play this year has long been strategy.

But as I say - you know the situation and the people and policy so I'm sure good will come to you and I.A.C. by virtue of the publicity.

one of your next challenges, and I'm sure you see it as a challenge and not a menemetic fear is in building a positive and supporting relationships with the new men that are coming over.

I do think though for two reasons you ought to build a loyal and supportive relationship with Chesley before he leaves. The first reason is that he is a person, he probably is not the happiest man alive. It's human nature to behave like chickens and "peck" at a man when he is crippled or down. In that respect you're not "human". You're a gentleman. You don't have to ~~sympathize~~ sympathize nor grovel. Make it a point to be a little more than civil and understanding to the extent that you communicate with him in the area of his strengths - he has them and you know them - Better than any other way this will build his ego. And he probably needs this now. This unwittingly brings me to the second point which was not even included - believe me.

ALICE GREENBERG

FRIDAY, OCT 2, 1941

DEAR STEVE & MARGARET,

IT WAS TOO COLD & WINDY TO PLAY GOLF SO I'LL SEND YOU A LINE SINCE I HAVE BEEN THINKING OF YOU OFTEN LATELY. FIRST, LET ME TELL YOU THAT THE CALCULATOR COMES IN HANDY AND MUCH APPRECIATED USE. I HAVE ALWAYS USED AN ALARM CLOCK AS A MEANS OF INFORMING ME OF THE TIME AND I HATE THE JAWLING OF AN ALARM THAT EARLY. SO NOW I SET THE ALARM ON THE CALCULATOR FOR FIVE MINUTES EARLIER AND I'VE HEARD IT EVERY TIME. ITS LITTLE TUNE & BEEP ARE MUCH MORE PLEASING TO THE EAR AT THAT TIME OF DAY.

I HAVE 3 SECTIONS OF MARKETING TO TEACH WITH APPROXIMATELY ⁴⁰ ~~40~~ IN EACH CLASS. THEY ARE JUNIORS FOR THE MOST PART AND ARE EXPECTED TO LEARN AND ARE MOST RESPONSIVE. I'M HAVING GUEST SPEAKERS ^{from} ~~THE~~ THE LEADING FIRMS IN THE AREA. I GO AFTER THE TOP MAN FROM THE FIRMS SUCH AS SEARS, BROADWAY ALBERTSON'S PRESIDENT FROM ROYSE - SO ^{far} ~~THAT~~ IT HAS BEEN A SUCCESS I'M GOING TO SEE THE MANAGEMENT OF

~~Dear Dad~~ (your mother's letter)
THIS AFTERNOON.

Steve, my heart goes out
to the administrator's squeeze ~~you~~
caught. I wish I could think of more
helpful counsel than patience and keeping
you cool. I know and you know that
you have much more knowledge and
skill than these men who are causing you
problems. Think how much more effective
the firm will be when the younger
men with your kinds of skills occupy
positions of leadership. It will come
and the story of B. M. Tarrytown Plant
Manket has it, I believe. What
will work for General Motors or Union
for Citibank.

In the meantime give enough
attention to your church family,
recreation & exercise ^{so} that you can
keep your perspective [^] objective &
not distorted by men without values.

Manket, I hope you are still
enjoying your school - that is a ^{wonderful} ~~wonderful~~
opportunity. Your grit for going after
it is commendable. Kiss both the
~~and~~ kids for us & keep us posted on
what's going on. Love Dad -

Dec 27. 1976 - 12:28 P.M.

Dear Stephen

Since I received the clipping from the AMBA Executive repeating Gales' "first" with the new MPPM degree I have been putting off writing until "tomorrow". Yes, I agree with you - Harvard should have been first. This is just further evidence of the atrophy giving way to fragmentation which killed Dean Stank Jeele and shortened the life of George Albert Smith Junior. They had such a head start and were so far ahead that they didn't want to risk change. Now they will have to come up with something new and exciting or become a Copy Cat. All of the leading schools have or are now shifting to the term "management". But the term management is such a shifting target. It is ~~perceived~~ perceived differently by everyone who attempts to define it. It is a concept that has to move with the changes in the customer, the worker, the ~~manager~~ ^{manager} and the public. And yet the concept is emerging. And it is true that it did. I believe it is society's greatest need. And the lack of it is society's greatest frustration. A prime example of frustration is the budding career of Stephen D. Taylor. I believe in describing this new arrangement to me you sensed the danger of the man between you and the M.D. getting in this way. What is the poor man supposed to do with two managers between him and his empire of nearly a thousand people.

(over)

(2)

It looks like top management gathered some men together who from your description had a good track record and put them in the mix with little thought of how they each would find a ~~trans~~ harmonious challenge. This may not be the problem at all - I'm just guessing from the bits of data you have provided. Gene Dalton is consulting with Citicorp in the area of ~~career~~ ^{CAREER} development. He describes them as competent and wide awake - but frustrated in their desire to find enough management ~~stall~~ spots to place ~~their~~ ^{their} good men in in order to keep them. He also stated that they confess to some negligence in following sound career development ~~programs~~ ^{PROGRAMS} in the International division -

I wish that I could say the right words to decrease your present frustrations. It is certainly trite now to say that this is a learning experience after your past two losses. But if you have committed yourselves ~~two~~ years here, what else can we say? The word "learning" certainly implies preparation for greater responsibilities. But it is possible that the ideal experiences you had with ~~BITARLY~~ was the exception and your last three ~~jobs~~ situations ~~are~~ the rule. As I recall both instances you took a Winston point of view, was productive and moved forward. When it comes to "management" as it is referred to today, it would be difficult to find any more frustrating and unfair men than Edward Welkerson and Oak. What happened under his leadership

So let your drive and genius flow into the areas of common goals and into the channels of agreement and tolerate the distortions if you can do nothing about them without injury to yourself. You seem to have pretty good sense in this regard.

Certainly you know that I share a common goal with you in wanting you to enjoy a successful career and a happy family. But in order to achieve these as I perceive it we must see the "big picture". I suppose I mean two things when I say this. First to be aware of all of the forces - explicit and ~~implicit~~ - formal and informal - objective and subjective that impinge on the career of a man and the world around him. The other is to keep the outer fringes of one's awareness open so that the new and the better way will be perceived early and made a part of one's life. I suppose I will have to add also that one who really sees the big picture sees far enough in the future to know that in the ultimate (in so far as this dispensation goes) the sound, the good, or the positive prevails. Men and this institutions have improved their lot. This awareness implies a positive faith in man and his destiny.

If these three conditions comprise the awareness or the consciousness out of which one's behavior spawns you have the ingredients of the Creator who sees way down the road and is not un-
hassled by the incident which rears
hosed over!

conditions described in the

the going unpleasant for awhile (one also feels a part of the process and responds with an exciting commitment to be an influence in the process. There is no greater reward or satisfaction than the feeling and the "flavor lasts". Enough of this I'll say more about it later.

now all of this is an apology for enclosing the two Fortune articles. In what I meant to say was the ingredients of the big picture can all be ~~enriched~~ ^{NOURISHED} by a reading program and a dialogue in the context of relevant reading material.

Am I on target when I say the article by Max DePree is a model of the progress in the industrial city combined with the advances in organizational behavior and participative management. Both of these sciences are new and in their infancy. And every work process of consequence has the potential of being made both more moderate and more exciting?

In the article "The Cooperative Church ~~has~~ ^{HAS} to find his heart" I say how often have I urged you to take the "game" attitude. When you were home in the summer you sounded like a "jungle fighter" but I'm sure that you are more the "game" man and that you also have a "~~heart~~ HEART".

Love Dad.

(1)

MAY 24 1976

Dear Steve

Maiter mailed a letter to you from me this morning that probably raises some questions. Certainly it included much that may not be relevant to your problem. We agree that you cannot wait as long for people to change as it takes a tree to grow. But the symbolism applies none the less. The organic process suggests ^{Poise} ~~Pause~~, the operation ^{of} many independent variables entering into the process. It suggests ~~also~~ ^{also} faith, constancy and a degree of certainty. ~~Christ~~ Christ used it in his reference to the lilies of the field. If you are a trifle impatient consider the mustard seed.

Let me again encourage you to read in Duckers Mgt. He may not have the right answers always. But he raises questions that creates very relevant awarenesses. Your last letter regarding Charles' rating was not quite clear. How do you know his rating and he doesn't? Never mind the answer. But we enjoy the insights you convey.

You enquired about covered bridge. I am enclosing two letters that have come during the last two

weeks - They are about as explanatory as
 they can be. I attended a meeting Saturday.
 The Trustees have been in touch with
 Winn Peterson. As in the letter he states
 that in time he will complete the
 sewer, water system & gate. Two problems:
 There are several who want to build -
 and the present water system is not
 adequate to serve more homes now.
 only 10,000 gal. - Second they don't ^{trust}
 believe he is getting the money for water
 system & sewer ~~will come from~~ he is broke
 now and there are only 17 more unsold lots
 in Platt A. They have permission to build
 septic tanks and are going ahead. At the
 meeting they voted to go ahead, as trustees
 and build a ~~1000~~ 100,000 gallon water
 tank - finance it out of assessments.
 You haven't paid your assessment because
 they didn't have your address to bill
 you. We'll write to ^{RON DAVIS} ~~Ron Davis~~ with
 your address & offer to pay assessments
 if they want it right away. Why don't
 you write him & make contact. ^{DALVIN} ~~at~~
 was at the meeting - There ~~are~~ ^{were also} some
 able young men at the meeting. The
 canyon is beautiful this time of the
 year. (The telephone lines are in but
 not ~~working~~ ^{working} - may be we can get
 some more Dake - Love - Dad.

Provo Utah
March 31, 1976

Dear Stephen and Margaret,

I am enclosing a copy of a talk that was given on our campus yesterday by David M. Kennedy. I'm sure you know his history. He has commanded as much respect from men in high places as any human ~~being~~ being since the founding of the United States. Did you know that Lyndon Johnson invited him to be a member of his cabinet as Secy of the Treasury before he accepted the assignment for ~~Kennedy~~ ^{POITON}. He has presided over NATO, been U.S. Ambassador at large for Presidents and is now serving in this capacity for the Church. Incidentally he and sister Kennedy were at the area conference in Sedgwick & remarked that they remembered the Tall Boy that led the chair which they stated was as good as the Lakeview chair.

I regret these remarks do not include his little "asides" such as playing a game, & hiking in the mountains to preserve an open perspective. One thing I can tell you is that the poem entitled "Desiderata" on page 11 - was sent to a list of special

Consulting firm & was staying in Australia - I gave him your
I'm home & told him to have Mitt call - maybe he will
Geo. seemed to think you would give him some valuable
insight, about General's.

friends of Adlai Stevenson on the at
his request ~~of~~ the day of his death.
David & Geneva Kennedy were on the
list. In his talk David emphasized
the fact that even those who you
may judge to be ignorant have
their story and a great man will
listen to it. His life is an example
of one which has captured the power
of simplicity which is a great ~~resource~~ ^{resource}.

Incidentally, I finally reached
William Peterson and he agreed to pay
 $\frac{2}{3}$ of the taxes & will send me a
check. I went ahead and paid them
in view of the delay involved. When
the check arrives I'll let you know the
amount net me paid.

I'm going to run down
now and leave for Geo Romney

Love
Dad.

We just arrived home from hearing
Geo. Romney talk about his Center for
Voluntary Action - It seems to make a
lot of sense - maybe we will get in -
valued. I chatted with him before his talk and
he told me that Mitt was travelling for her

Thanks for Father's day and
Saturday 9. met with
love
D

July 6th 1975
Provo Utah

Dear Steve and Margaret

It is interesting to recall that back
in 1911 or 1912 Hammond Burnell - my
mother's Sister, Aunt Ellen's boy was in
Sydney Australia on a mission. He was
a singer of some skill and before
he left he sang in a quartet with
my father and his brothers - my father
led the Ward Choir. ^{and} His time came
for him to leave the saints in
Sydney. ~~lamented~~ lamented the fact that they
would lamented be without a leader
for their choir. Hammond told them
of my father's skill as a choir
leader and suggested they call father
on a mission to take Hammond's place.
The mission President responded positively
and my father left my mother
and Virginia and my self and went on a
mission to Australia. Although he
did begin leading the choir, he
served the mission as its President
during the latter part of his term.

The interesting part is that now
his grandson, whom he has never
met is also called upon to lead a
choir in Sydney Australia.

You might see if there are
any oldtimers that remember the
years before Ward was I. Or
you may see his picture among
some of the old albums. He was a
handsome chap and had some
eyes

of his pictures with a stiff nursing collar and a black bow tie.

Your work sounds very interesting. You mention "anxiety" in the last letter. I hope that isn't too much of the mix but rather the dominant ingredients are challenge and excitement.

I'm wondering if you are learning anything about the real estate business. I'm thinking quite seriously of joining Paul in his business. He is making steady progress - has the nicest suite of real estate offices in the area and is president of the Utah County real estate board. He has made me a proposition that may enable me to find a significant challenge.

We surely enjoyed Dee, Shanna & Roxann and are looking forward to the visit of your folks mid September. I suppose your mother has told you of our trip to N.Y. & Washington during the week of the 20th. Then we are thinking of another trip to Arizona in the near future. Getting to be quite the travelless - what with Australia on the books for December.

I keep pretty busy with yard maintenance and improvement committee work, same but not enough reading and spending more time with your mother. I might say that we spend too much time back and forth to the garage - related with the slowness of getting our car in shape after the accident. Did you know that Dee left us the

car's wagon. So we are a two car family again. Best of too much attention. Well I was going to get a bit more photography but enough for now. Love Dad.

December 29, 1974

Hi:

We are eagerly awaiting the morrow for we've had no mail for eight days. The school is closed for the holidays and does not open until tomorrow, so consequently we have not been able to pick up mail. We surely hope there will be some word from you, Steve and Margaret, since we haven't had a word from Australia. Today, Dee and Shana, you will be flying back to Charlottesville. We surely hope your trip, to San Jose, was everything you hoped it would be. We will be interested in hearing about Niki's wedding. Incidentally, the Dean of Faculty went to U.S.A. the 25th and we sent a letter with him giving instructions regarding our tithing. I hope you found it there upon arrival home from San Jose.

It is the height of the tourist season. You can't believe how many people are in Cairo. We understand you can't get a reservation to Upper Egypt until May. The hotels are bulging. Yesterday morning, when we came back from our walk, there were tour buses all over the place between the Shepherds and Semiramis. We went over to the Pizzeria last night and you can't believe the people in the Hilton. We ran into Farida and she had just returned with a group from Upper Egypt. She looked worn to a frazzle. Even the tacky El Borg hotel has buses around it.

Christmas turned out better than we dreamed. The Green's, an LDS family, had all the branch over Christmas ~~xx~~ Eve for a family night which turned out to be a lot of fun. We all brought something (I popped corn and made the syrup for it and I had bought a can of nuts at the English bazaar) and we had quite a feed. The pop corn was a huge success. We all performed. I told about my most memorable Christmas (the year Dee was born and Steve's antics when he saw the tree and gifts) and Dad told about the Christmas Eve his toes were frozen off. He performed the Charleston and brought the house down. Christmas day, we were invited to the Fenn's along with Dil and John, and we had just ~~xxxxxxx~~ the best time you can imagine. Sharon and Charlie (you met them Steve and Margaret) are very hospitable and generous. She gave us a jar of peanut butter, two packages of jello, a half a pound of Danish butter, two boxes of Smartie candies and some fruit cake she had made. She prepared a beautiful Christmas dinner and it was very enjoyable being with them and their children. In the evening they brought us home in their car. Charlie was born in Arizona and I know his cousin who went through school with me. He works for a French Oil Company called Schlumberger. On Friday, Dad had just gotten back from playing a round of golf and hear the Fenn's came with a van and we all piled in and went for a ride to Alex. We drove the Delta road and came home the Deseret road. We enjoyed seeing the Mediterranean and drove past the Beau Rivage which still seems to be functioning.

We didn't do too much about gifts. We bought the large book on Cairo and a small Bedouin tray which we like. Dil and John gave us a very attractive small vase which is hand decorated. The Green's gave us a package of walnuts so you see we got along just fine, except we were lonely for all of you. We hope you'll write and tell us how you spent the holidays. I guess, Steve and Margaret, you spent it in a hotel room. And, isn't it summer weather there?

IYoub got home this morning. Dad is very glad to see him for he doesn't think I'm such a hot cook. We used up about everything he left for us with the exception of some tough chicken. Somehow the chicken isn't too good here though out to Andrea's it is quite good. He brought us some

Dec. 20th (Dee's Birthday)
Cairo, Egypt

In this installment I was going to comment on what my answer was to the problems that Galbraith raised in his book, Economics and Public Policy. I don't know that I should apologize for leaning on another author. I find much that is new and extremely relevant in his work. So much in fact, that I think I might forgive him for a little fanity now and then. Maybe you have guessed that it is Peter Drucker. I believe that with all its blank spots, areas of triteness for complete coverage of the contemporary management challenge, it will be oft quoted and be considered classic. One who aspired to management should read it. It will not give him all the answers but it will create many awarenesses heretofore undiscovered.

But getting back ~~xxx~~ to the solutions to our present problems, I go back to my high school debating days when I argued against excessive government control. I believe that in a pluralistic society where there is free speech and free press, that the therapeutic process can function best without major changes such as is advocated by Galbraith. Legislation hastily conceived and enacted cannot possibly anticipate the infinity of problems and adjustments involved. Legislation? Yes, growing out of a consensus arrived at as a result of experiences of selfless and big men (and there are those) who feel as high an obligation to the public welfare as they do to their own businesses. The phrasing and enactment of laws should be a generic and evolutionary process and not a coercive and revolutionary process. And, I believe the former process with the new sensitivities to the public good and the extremely alert press can respond as quickly and much more accurately to contemporary than the former and more boisterous method.

But now to illustrate what changes have come about and how they have evolved, let me give you a few quotes from Drucker to justify the views expressed above:

"Less than two generations ago, in the years around World War I, poverty was still taken for granted as the universal condition of mankind. No one then assumed economic development to be the rule. It was considered an exception. What was considered surprising in 1900, or even 1950, was not that India remained poor. Indeed anyone who would ~~xxxxxx~~ then have talked about the economic development of India would have been considered inane."

At another point, Steve, he points to some significant gains that have been made in India.

"Nothing in earlier social and economic history equals the recent economic and social development of the American Negro. Within twenty years, from 1950 to 1970, two-thirds of one of the least prepared and most disadvantaged of pre-industrial immigrants into modern civilization have risen from extreme poverty into middle-class status. They have acquired competence and jobs. A larger proportion of their children acquire higher education than of the children of older immigrant groups in the city, such as Italians or Poles who encounter no "racial" barrier."

"And life on the farm, that is, life for the great majority, was, if anything, poorer, dirtier, more dangerous to life and limb, and more brutish.

As late as 1900 or 1914 quality of life was a concern only of the few rich. To all the others it was "escapism" that could be permitted in the syrupy romances that sold by the millions and were devoured alike by servant girls and ~~their "ladies."~~ their "ladies." Reality, however, was the numbing daily struggle for a little food, a dreary job and enough money to pay the premium on burial insurance.

That we can worry about the qualities of life is thus very great success. And it is only right and natural that the same leadership groups which were responsible for the success in providing the quantities of life are expected to assume responsibility now for providing the quality of life."

"Even the most fervent advocate of a strong government no longer believes that a problem has been solved the moment it has been turned over to government. As a result, the people most concerned with these problems the liberals and progressives who, a generation ago, rallied under the banner of "more government," now increasingly look to other leadership groups, other institutions, and, above all, to business, to take on the problems which government should but is not able to solve.

Robert Kennedy, rather than the National Association of Manufacturers, proposed that the rehabilitation of the slums in the big American cities be taken on by business. And one of the staunchest and most respected advocates of government activism, and America's leading labor union theoretician, the late Frank Tannenbaum of Columbia University, at the end of his life, in the spring of 1968, proclaimed (in the Journal of World Business, published by Columbia University) that the multinational corporation was "the last best hope" and the only foundation of a peaceful world."

"The new demand is for business to make social values and beliefs, create freedom for the individual, and produce the good society.

This demand requires new thinking and new action on the part of the managers. It cannot be handled in the traditional manner. It cannot be handled by public relations."

"If the managers of our major institutions, and especially of business, do not take responsibility for the common good, no one else can or will. Government is no longer capable, as political theories still have it, of being the "sovereign" and the "guardian of the common good" in a pluralist ~~society~~ society of organizations."

I believe the context of these statements indicate first that there has been almost spectacular progress over the years in raising the level of living. Business management has been ~~now~~ solely responsible but still at the strategic focal point of this change.

And, now in those fortunate parts of the world where we are fortunate enough to be able to give some attention to the ~~222~~ "quality of life," business management is still looked to for leadership. This reality should cause both of you to hold your head up for the causes you have chosen. And, if you catch the true message implied by Drucker, you will indeed be leaders in this profession.

DRUCKER'S QUOTES ARE ALL TAKEN FROM
HIS CHAPTER ON "MANAGEMENT AND THE QUALITY OF
LIFE" P. 218.

My typing is horrible on these pages. Hope you are able to make out what Dad is trying to say for lack of good typing.

Cairo Egypt

Dec 16 1974

Ben Stone and Margaret

I thought you might be interested in an observation I made regarding the comparative management of Chase & F.H.C.B. The fellow who teaches banking here received some complaints from his students about wanting more practical philosophy. Then too we heard that David Rockefeller was coming to town and we thought that there may be a chance that we could get him to talk to the school. So we learned at the Embassy that the guy who headed Chase was a Gentler — — So we went to see him on appointment first about getting Rockefeller and then to see if he might come and talk to the class. First I should admit that he was a German and spoke with an accent. But even so he made it very evident that he was telling us absolutely nothing that he didn't have to. He was civil, yes, but in a tense & cryptic sense Rockefeller was locked completely and we should not muddy the water by asking him

To read a chapter without having to skip. It probably is the latest thing on management and will be for a long time. I believe I've already mentioned it - Peter Drucker's Management.

via the University President or any other source and muddy the water. He did call another fellow in who agreed to visit the class next semester - But he was strong & all the way in terms of attitude.

Then to accommodate my friend I went over and had a visit with Jack Goodrich my². What a difference? Open, informative at ease about his company giving him support in the goals he wished to achieve. I mentioned my experience with Gunther - He smiled and commented to the effect that the two banks had a significantly different management style. His presentation before the class ~~was~~ was well organized and well done. He gave a perspective of banking (international) from the beginning to the "present" society. It was very well received. Indeed, his attitude was clearly open and strong "y".

When we use these ~~terms~~ ^{terms} I realize that we ~~must~~ ^{must} do our own ~~maneuvers~~ ^{maneuvers}. Please allow for this - But when you were here - I suggested some reading, may I suggest a long book with some very short chapters - You should be able

IT IS INDEED PROTECTIVE

November 29, 1974

I have done considerable thinking and some reading regarding Galbraith's much discussed book, Economics and Public Policy. For you, Steve, who may not have read the book, I think the inferences in my last paper were adequate to give you some insight as to its implications. Let me say one more good thing about it and this may be much of the purpose for which Galbraith wrote this book and some of his others. This is only partly true, for he dealt with issues that were certainly relevant but he went too far and offered solutions that many would consider prejudiced or at least naive.

This brings me to the first point of difference which is true of all of Galbraith's work. He points out what he perceives as difficulties and problems and then comes up with some scheme which puts everything in the hands of the government with a legislative solution. I think Dee, in a recent letter indirectly inferred an answer which also oversimplifies but which nonetheless comes close to a true answer. That is that many of the problems of our society must come through the adoption of a change in attitude across the board. A mass repentance in other words.

I feel it would be a sounder view to face this reality. Especially would this condition be true with the executives and managers in the technostucture who are in strategic spots to make certain adjustments that are needed to achieve social goals. I went in to see Jack Goodrich, Citibank Egyptian Manager, the other day, Steve, and he most articulately stated the position for the Citibank relative to its attitude toward the world community. He did a masterful job. And to assume that the government which Galbraith cites as a possibility doing anything but messing up an already masterful job ~~assures~~ ^{assures} some greatly improved skills in politics and government. These would be much harder to achieve than adjustment in the technostucture by its leaders adopting policies consistent with social demands.

The second point which Galbraith assumes everyone accepts, and therefore makes no argument for, is the fact that advertising and selling are used to sell people products and services which they do not want and that are not good for them. I suppose he thinks he makes an adequate case for this fact in his other books. But economists as well as marketing men see the need for some alert and sensitive communication between business and the consumer in a dynamic economy. I still would prefer cars with four wheel braking, power steering and power brakes, although before they were introduced, I saw no need for them and would have resisted their extra cost.

Putting it briefly, there are areas where the small business man has his problems. Yet, there are also some dramatic successes. I think of Darrel Tanner, Jim Seastrand and others. I suppose if I were to go through all of the students that have graduated under my tutelage, a goodly portion who have made it big have been via the small business route. Furthermore, the profile of the business community has characteristics of vitality and variety essential to a vigorous and healthy nation that it would not have if measures were taken to take the sharp challenge out of the forces operating in what Galbraith calls the "Market Economy."

Third, while I agreed in my October paper that there may have been too much rigidity in the firms in the technostucture making market adjustments, I am now convinced after reading the reports of technostucture leaders, in the May-June (I believe) Harvard Business Review, that there are more market forces with which technostucture must adapt to than Galbraith implies. I must, however, admit that during the last twenty years it has been very difficult to get a price reduction to take effect. While I hope it doesn't cost too much in human suffering and is not too severe, the present down turn in business may be a blessing. It may just be the influence that breaks the inflationary spiral. I may have to eat these words.

Fourth and last, Galbraith does not recognize, in fact if I read him right he implies otherwise, that the technostucture offers less of a reward in providing meaningful work to employees. I think I am safe in saying that the philosophy of participation and theory "Y" philosophy is as prominent in large firms as in small. This quality of the subjective values and the motivational quality of life both in ^{terms} ~~times~~ of communication in the market place and attitudes toward work appear too refined to merit his consideration.

If you want to know what I mean, read a page of his book, almost any page, and then turn to Peter Drucker's "Management." The coverage of forces involved and an awareness of the industrial processes, with its infinity of nuances, is a revelation in Drucker's book. Certainly such micro refinement is absent in Galbraith. While one book is Economics and the other Management, both ~~forcess~~ focus on the solution to world problems. I wonder if there is a really meaningful solution available without ~~a~~ much more depth than Galbraith gives the subject?

October 19, 1974

In my previous papers for the most part I have dealt with a philosophy treating the effective expansion and development of the inner man as a heretofore only partially discovered resource. There are many powerful themes yet undeveloped in this fertile frontier. For the next three months at least, however, I shall treat forces external to the human psyche. More particularly, I picked up John K. Galbraith's "Economics and Public Policy " when I was visiting with Dee and Shana. I've read a chapter each evening and have been caught up by some of the view points. I find some exciting and others frightening. For October, I will deal with what I perceive to be positive contributions, of the publication, in November I will document my objections and in December I will present some of my own views.

POSITIVE CONTRIBUTIONS

1. For some time I have felt that our Economic scientists were not coming to grips with reality. As scholars, both macro and micro they had more faith in their data and analysis than was merited by the results of their action. Thus I concur with Galbraith in his statement "If the economist is sufficiently caught up in his data and his techniques he can overlook social consequences - his attention being elsewhere, he can without damage to conscience, support a system that maltreats large numbers of people." (Page 27.) I certainly agree with his statement that "...it is better to have the support of events than higher scholarship."

X I believe that with economics as with marketing - if one's academic contribution is to be meaningful the science should include consideration of all the relevant forces which influences the outcome. Until very recently marketing scholars have failed to see the interaction of marketing with management, and now it appears that Galbraith, with the support of great logic, is claiming the same failing for economics. I heartily concur.

2. Corrolary to the above: Evidence of economics failure to deal with reality is in the area of inflation. I'm not sure that in dividing the economy into two divisions the market system where market forces operate to bring about effective adjustment, and the big business, the planning system, or the technostructure which has insulated itself against the market forces and has control of its prices and costs is not a step toward a more practical and realistic view. It has appeared to me for some time that our system has not been flexible enough to make the adjustments which a healthy, necessary and qualitative deflation to correct for inflation might require.

3. The increasing interdependence of nations of the world in economic matters will tender it difficult for the "free market system" to operate with sufficient descretion to accomodate commonplace economic goals. Note the current failures in the field of energy and food.

4 Galbraith envisions a condition which is certainly a growing phenomenon whether we call it a threat or a blessing. "It is possible to imagine a family which sets an income target as its goal; which has husband and wife share in the provision of that minimum; which makes a considered and deliberate choice between leisure or idleness and

consumption; which specifically rejects consumption which, by its aggregate complexity, commits the woman to a crypto-servant role, which encourages self-fulfilling as against useful education for the offspring; which emphasizes communal as opposed to individual enjoyments with the result that it resists industrial or other economic encroachment on its living space; which, in its public outlook, sets slight store by increased production of the goods of which it has a sufficient supply; and which is indifferent to arguments for expenditures on behalf of national prestige or military power from which it derives no indentifiable benefit. This family is not formally condemned as wicked. It is not ostracized by the community. But such esteem as it enjoys is the result, primarily, of its eccentricity. (Page 225)

~~4~~ 4. I wouldn't have said this like Galbraith and certainly would not have carried the same values in my list. But, I believe it is significant to recognize the fact that there may not be the same drive to acquire "things" which has characterized our past. Indeed this drive has supplied the motivational power for the great progress that we have made. Two questions: What will our pattern of consumption be? What will provide the motivation to keep the production machinery adequate?

5. Finally, while I can't agree with many of his recommendations, and I can see problems, I applaud his courage and forthrightness in throwing down the gauntlet and facing realistically the necessity for change. I quote: "The new socialism allows of no acceptable alternatives it cannot be escaped except at the price of grave discomfort, considerable social disorder and, on occasion, lethal damage to health and well-being. The new socialism is not ideological; it is compelled by circumstance.

If I were one of the leaders of a technostucture firm, I would read this book, honestly and see what was implied by the "new socialism" and then map a strategy for my firm consistent with the goals of what I considered to be a healthy and democratic society. Inflation and international economic confusion is making some change inevitable. Galbraith has let out, what do some of our very capable and concerned great minds have to offer?

Sept. 19, 1974
Cairo, Egypt

Dear Margaret

Since our short discussion in Manila I have wondered if I did not evidence too strong an attitude regarding your search for a new value system? Your goal of a nice home in a nice town in a good neighborhood with a few good friends and a comfortable car is both typical and wholesome - The fact that life because of love and circumstance has cast you in a different role needs to be examined if for no other reason than to increase your effectiveness in finding peace with a new set of goals

Please be assured that I have no final answers now. They must come from you. I can only offer some thoughts that might provide insights in the positive side of your real life ~~set~~ ^{out} run of out of which an exciting life might result from an extension of the goals of your youth

① In most healthy people there is a yearning to "know more" to expand knowledge. You have ~~not~~ defined education as "expanding the areas of our awareness - the most important aspect of any field of learning is people. Surely your experience in both people and places are being greatly enriched. When you do settle in a domestic neighborhood, how much greater will be your ability to understand, to cope with different people and command the respect

② In 1968 I was invited to a ⁵⁰⁰⁺ seminar by General Electric. On their new campus just north of Manhattan. In one of their presentations they reported that after 25 years they had discovered that "Challenge"

was a much greater motivating force than comfort. Good Salary & Retirement plans were significant, but the man ~~identified~~ identified with challenge on the job rather than these other comfort giving factors. Growth comes from meeting challenges, comfort is significant for rest and interests, but in excess can be satiating.

③ naturally, life becomes more complicated in your kind of existence and being a successful writer requires more time and skilled judgement. The consequences for positive and negative results operate on a much broader spectrum.

④ Depending on the "set of the sail" religion can be more meaningful. A study at one time indicated that the mental and psychological growth of people born in Italy was greater if they moved to and spent a great deal of time in New York City. The author of the study reasoned that the changes and chances ^{for growth} that were a part of existence gave the individual more chance to "practice living" and he was more alert and possibly in all these a trifle more wise. My point in mentioning this concept is that it points up the need for: first the perspective of the big picture of life and second in peace and serenity that comes from religion - certainly the concept of Eternal life and creative ultimates which characterizes the Mormon concepts ~~at~~ supplies this great resource.

⑤ Participating as a pastor in the exciting activity of Steve should be very rewarding. The knowledge that he could never have done it nor could he cut -
(over)

existing
since I should build your self image ~~with~~
with values you would find ^{to} hard ^{to} feel

if you were living according to your
original model - good luck in building a
new and more exciting model for which
will serve you well in ^{the} eternity

I'm sure I haven't said anything new.
But maybe this is one way of letting you know
we think of you often with ~~the~~ concerned but
confident love. - We are happy that we will see
you again

Love

Dad.

September 13, 1974

Cairo, Egypt

Not wishing to press the issue to the degree that it becomes counter productive, may we again discuss frustration and negatives as a necessary prelude for the development of a positive quality. A recent example where this phenomna was very much demonstrated was in my last two meetings as a member of the board of directors of the AACSB. Knowing that because of my retirement I could not stay on and be elected president, I wished to leave with the body some evidence of my participation. I chose, with support of a fellow Dean from Southern California, to have some title giving emphasis to the "person" and human values listed with the priorities on the future agenda of AACSB. Without going into detail, you know my bias's here, I first presented them in a subcommittee meeting where a new member on the board, from the education arm of Sears, not only rejected them dramatically but I suspect did some campaigning with other board members. Independent of me, other board members spoke favorably of the concept citing me as one of the supporters. In view of the fact that the concept can be seen as "pro business" and the tone of our meetings was very cautious about giving unethical business practices our support, as well as antagonism of my friend from Sears, I chose not to place it on the agenda for consideration. But my friend, from Southern California, giving me credit, entered it on the agenda and it placed ninth out of ten items to consider by a vote of the directors.

While the two men who will be the next presidents of AACSB gave it a high rating, the rest of the men equated it with accepting the fact that we academicians should support the entire business concept and rejected it. I know these men well. They are my friends and that was nothing personal. But "feelings are facts" says Fritz Rothlesberger and I felt rejected. There was a week of despair, frustration, antagonism and even some paranoia. Then a kernal of the "positive" began to emerge and grew into a core. I began to see the issues with a less hostile view and was able to accept the fact that the vote was no personal rejection. The issues had not been clearly defined before the board voted. But most of all came the commitment that my position was sound and needed more articulation and would eventually be accepted. But the psychological process taking place through several weeks left me wiser, more cautious, though skillful, in advancing my views. Significant here was the fact that I learned once when the stakes were almost as high as life and death, and it was very painful, to choose life and growth rather than death disintegration. Had I have failed to make a positive choice at this time my life would have been a much less exciting saga. on this more recent occasion. But I did several things. I found peace with myself and my conviction. I wrote a carefully composed one page letter to my friend and atagonist, from Sears. It was friendly and humorous making a game out of our differences. I added as other enclosures excerpts from Stan Teele, Abram Collier, Fortune's Max Ways and Herzberg. I also wrote to ~~xxxxxxx~~ John Henessy, Dean at Amos Tuck, who is next year's program chairman, and will be President the following year, a congratulatory note and defended my views with carefully prepared enclosures.

At my next (my final) meeting in Hollywood, Florida, my friend from Sears asked if he could have dinner with me the night before the meetings started. We went for a long walk to an attractive place and spent two and half hours to gather. He mentioned getting my letter but nothing about the content. He left with a sincere expression of how fortunate he was to associate with me and others on the board. He will always be my friend. The Dean at Tuck met me on the elevator and was more than complimentary about my letter and committed to the fact that we find some way to keep in touch. At the sub committee meeting, the Connecticut Dean, who had not been present before, picked up my theme and used a gift ^{has} for clever packaging of concepts. I coached him and encouraged him and entered him on the agenda at the main board meeting. He was applauded.

In a subsequent business meeting the existing but outgoing president stated explicitly that the views of my Sears friend were unsound. In addition as a result of the frustrations I composed an article for the MBA Annual which is likely to be published in a national bulletin, which integrates the "person" and "value concepts" into a practical dynamic four and two year MBA program. The point is first, that significantly more value was added to my life and social contribution as a result of my frustrations at the New Orleans meetings. Second, the basic ingredients of this growth experience are common to life and can thus be generalized. Third, the basic ingredient determining whether the experience is synergistic is the faith and vision to bring the kernel into being and then make it grow stronger. Could we equate this process with our previous discussion on the positives and negatives of creativity?

AUG 26 - Wednesday,
11:15 A.M.

Dear Steve & Mikhael

Our Golf foursome played only 9 holes today. I don't know of a more tempting way to spend the extra hour that I would have spent on the green & mine than to respond to the recent mail we have received from you. The most attractive of course was the well illustrated ~~the~~ annual report. How much did you have to do with the quality - about a special features story? Is this an every year publication or do you have something special to say in 1980? I see what you mean Steve when you say the profit turn around was not the most exciting feature of the experience. I suppose much of what you consider exciting was described in the message to the stock holders. By any chance is this a special message to Whiston? Will he see the report?

the innovative ^{new} qualities & attitudes that make this happen. He made me of statements from the chapter "The Nature of Wealth" from George Gilder's "Wealth & Power" reports: "Qualities of thought and spirit in an economy can overshadow all the quantities of capital contained & labor ^{and}." Throughout his career Kell has demonstrated that with kind

WELTH + PERCENTAGE
P-S. RIT
CHILD'S
LEADING
ON YOUR

IMAGINATION ARE THE MOST IMPORTANT
CAPITAL GOODS IN THE AMERICAN ECONOMY.
THAT WEALTH IS A PRODUCT LESS OF MONEY
THAN OF MIND⁰³⁴. THIS IS A CRASH NOT OF
MEASURABLE MONEY & MACHINES, AGGREGATES
& ~~EXTENSIVE~~ DISTRIBUTION, BUT OF MIND
& MORALE^{P. 63}. I REALIZE NOW THAT THERE
WAS MUCH IMAGINATION, SHARING LEADERSHIP,
CONCERN FOR PERSONS AND THE QUALITIES
THAT I HAVE NOTED ABOVE THAT WENT INTO
THE PROCESSES THAT BROUGHT ABOUT THE CHANGE.

AND NOW THE PRIME QUESTION—WHAT WE SEE IN
THE WRITTEN RECORD THOUGH IMPRESSIVE IS
NOT THE ULTIMATE. WHEN YOU LEAVE THIS
POSITION HAVE THOSE YOU HAVE SURVIVED THIS
EXPERIENCE WITH PICKED UP, ABSORBED, OR
ACQUIRED WHAT WE HAVE DESCRIBED ABOVE
AS WEALTH^{IN SUFFICIENT DOSE} TO CONTINUE THE PROCESS? IF
NOT YOU HAVE PROBLEMS TO CONSIDER BEFORE
DEPARTING A JOB. BUT WHATEVER—WE ARE
PROUD TO THE POINT OF UNITY WITH YOUR
SOCIAL BELIEFMENTS.

MARK WHAT YOUR PROJECT SOUNDS
EXCITING? CERTAINLY THERE WILL BE
A GREAT FLOOD OF BY-PRODUCTS THAT
YOU WILL OBSERVE IN YOUR INTERVIEW
WITH ALL THOSE MEN. KEEP US INFORMED.
WE ARE TICKLED TO HEAR THE MUSIC
PROGRESS OF ROBERT & JAKE—MY
WORK IS UP I HAVE TO GO TO A
PHOTO LONDON RIVER FOUNDATION MEETING
WITH SAM BURNSTOCK THIS P.M.
LOVE—DAD