

August 14, 1974

Dear Stephen and Dee:

Although the Nixon incident is now history, you will note that this statement was written before the House Judiciary Committee meeting. I suppose Nixon, as revealed by the additional tapes, was even more worse than we supposed. But the concepts expressed above still have relevance, I hope.

Best regards,

*Wesley
Dad*

Dear S. & M.:

Steve, enclosed is your Lockhart book. You'd better make it pretty clear to CBC that we are not at home to return it to you. How was your trip to Djarkata? We will be interested in hearing. We will leave Provo on the 4th of September and intend to go to Wrothington's for a couple of days, then rent a car and drive to Charlottesville for the weekend, back to N. Y. on Sunday and a day in N. Y. The charter plane will take off on the 10th. We enjoyed your last letter, Margaret, and hope the trip to Baguio was a success. Thanks so much for the birthday card. I am going with Jennie, Barbara, Dorothy, Sarah and Shirley for lunch today. Tonite the Romney's, Allen's and Myrtle C. are entertaining for us. The Ballif's entertained last nite. Shirley had my birthday with the birthday group this past Saturday, so you see I'm not doing any cooking. We are going to leave for Arizona tomorrow for a few days.

Love,

Mother

Manila - July 16, 1974

This is my July contribution.

This note is primarily to assist me in finding an acceptable position on the Watergate issue. It is my view that it is possible that this complex of incidents will establish an historical landmark that may enjoy a first in history comparable with the discovery of America, or a major World War. I say this because the area of historical concern, challenge and interest, is today in the arena of man's psyche rather than his geography. The literature spectrum is from "Catcher in the Rye" to "The Magnificent Obsession" instead of from "Riders of the Purple Sage" to "War and Peace."

One symptom other of this change is the prevailing attitude which rejects war rather than glorifying it. In this emerging spectrum of consciousness emphasis is on the higher elements of Maslow's scale. Greater concern and interest aided and abetted by a more sophisticated although not unprejudiced press, is developing more circumspect expectations of morality and a recognition of human dignity than that prevailed in the world where the physical rather than the moral was emphasized.

Spiro Agnew sums up this change in the phrase "Post Watergate Morality."

It was Nixon's misfortune to be caught in the rip-tide powered by the collision of the old and new consciousness.

I find myself voting in favor of impeachment for Nixon not because he was significantly more guilty than his peers in his behavior, although the evidence seems to indicate that such was the case. Rather my vote for impeachment would be my way of supporting the positive side of this new morality. As for Nixon personally, I believe history will honor him for the good as well as the evil. But the U. S. A. mission in the world should

still be committed to the enhancement of human dignity. Nixon's performance as indicated by Watergate is very much at odds with his pronouncements in this area. Such duplicity, I hope, under a newer morality which is growing stronger with time cannot be condoned.

August 13, 1974

Provo, Utah

Dear Stephen and Dee:

Although my August contributions will appear to be quotations rather than anything original on my part, they seemed appropriate to me in the light of the experience I continue to live with you even more than is implied by the term vicariously. Both of you have had your triumphs and your frustrations. I have been blessed by a feeling of having succeeded in realizing some of my major life dreams. Therefore, my personal anxieties have the edge taken from them. I now find myself living with each of you, enjoying your triumphs and writhing with you in your anguish. All my counsel, even wishes and prayers cannot enable you to achieve your goals without a goodly portion of frustration, anxiety and pain. These are essential ingredients to the kind of growth you both seek and I am pleased with your choices. But pain, anxieties and frustrations can be productive and growing experiences and by exploiting some of the wisdom of the past the ratio of growth and wisdom per unit of anxiety might be significantly increased.

I want it clearly understood that my contributions are not advice. They are a means of expanding my own awareness and new reflections on the experiences of my own past. I have also learned significantly from reading each of your contributions.

While we are on the subject, I might note that in talking to both of you, you agree that there is a significant amount of satisfaction in this project. With your blessings, we will on that basis continue it. I propose we publish ten copies annually in a cloth bound publication. Each of you will prepare a final edited copy of your contribution well before the publication date early in the year following their composition. May I prepare the preface for the first edition which will be dedicated to the oldest grandchild "Phoebe"? Steve might then prepare the preface for the second edition which will be dedicated to the issue of Shana and Dee, dated February, 1975, and so on.

It is possible when each of you reach the zenith of your careers these writings better than any other record will describe your routes to the glory of responding to your respective drum beats.

The above is open to your comment.

Love,

Dad

August 13, 1974

Provo, Utah

Morris L. West, in his "The Ambassador", has a Jen Buddhist Nun tell his hero - "The root of human distress is a sense of alienation from the natural order of the universe. The effect of satori is an illumination of the mind, so that the nature of the self and the universe is finally clear and the sense of true relationship, or oneness is restored." In our previous statements we have strongly implied that each of us should be able to achieve his own satori and build a relationship so that the natural self and its relationship to the universe is clear. As a result we should discover a positive and satisfying feeling. As indicated above, this feeling is the result of discovering or achieving a balance or a harmony between "differences" and is in essence a part of the creative process.

I would add an essential dimension which has also been implied in our past writing. This dimension as I perceive it distinguishes Christianity from Buddhism. That is briefly that satori can and should be achieved not by meditation and detachment but by meditation-an "involvement", in a reality context, or "action." This enables me to include business or administrative process as a means of achieving satori. It may also account for the failure of India, a great Buddhist stronghold, to respond to the demands of an action oriented world.

Another dimension on which my knowledge of Buddhism does not permit a knowledgeable criticism is that satori, although which ~~CAN~~ basically be achieved once, really must be strengthened at various plateaus of experience. Such a view implies growth. The satorial conditions is tested and strengthened as areas of responsibility heightens in their scope and intensity. The suffering and frustrations in this expanding experience may be fatal to a few and cause periods of deep anxiety to many, and exciting adventure to some. In facing this period of trial we may turn to Thoreau in Walden, Chapter XXIII - conclusion.

"Why should we be in such desperate haste to succeed, and in such desperate enterprises? If a man does not keep pace with his companions perhaps it is because he hears a different drummer. Let him step to the music which he hears however measured or far away."

Thoreau's philosophy can lubricate the sharpness and intensity of the anxieties in much the same manner as Christs' "Consider the lilies of the field." If we can find the focus of our own drummer and feel the essence of Christs' statement, possibly we can begin to feel the anxiety states as uplifting and rewarding experiences rather than destructive and dangerous crises. Such a focus would not necessarily require retreat or a departure from the creative process.

As further evidence of the universality of the experience of anxiety and crisis, I quote from the funeral statement of Fritz Rothlesberger. The quotation is from Reinhold Niebuhr:

"God grant us the serenity to accept the things we cannot change

The courage to change the things we can,
and the wisdom to know the difference."

All of the above quotations and philosophy are designed to aid us in discovering that area where our contribution is to be made and developing a sensitivity in our awareness which yields a divine and productive harmony among diverse oppositions to our spirit. In no sense is it to be considered a retreat or a withdrawal. It may mean a bowing of the head for a moment of meditation to allow our divine resources to recast themselves to more intelligently achieve the divine objective of human unfoldment as a part of God's creative process.

WELDON J. TAYLOR

August 3, 1974

Dear Steve:

Your contribution dated June 14th drew applause.

First, it illustrates that the learning process is really only introduced in school, not actually accomplished such as it was in the Calcutta experience. Maybe in school we can't go quite so deep and hone the understanding quite so fine, but we should go alot farther.

Second, the status quo is really retrogression. Doesn't this relate even though remotely to our discussion of the creative powers? Isn't it biologically organic? Change is always taking place. It can't be static. It is made up of complex and active forces. Either they are changing pro or con or they are dead.

Third - How to deal with learning - his keys left unattended. To correct, to warn is deflating. It is the negative influence of judgment. (Matthew 7 1 and 2) It includes elements of mistrust with its alienating and debilitating qualities. How to imply awareness of the oversight as a minor ingredient in an expression of trust, support and acceptance ~~XXXXXXXXXX~~ seems to be your goal.

Those were only a few of the good points of your paper. I am fool enough to believe that your writing these concepts out ~~we~~ explicitly and so well has enabled you to learn lessons much better and the skill of thinking more precisely and accurately with its attendant motivations is greatly sharpened.

We are doing a little learning around here. This letter is the first product of a word "processing center" in the guise of a Sony tape recorder we have purchased. I hope we can bring it off.

Love,

Dad.

*written before we left and just
completed. I am meeting with
Daniel Lauren Maunday - will send you
a report.*



Brigham Young University

Bryce B. Orton
Acting Dean
College of Business

June 14, 1974

Mr. Stephen D. Taylor
First National City Bank of New York
PHILCAD
P. O. Box 615
Manila, Phillippines

Dear Steve:

Enclosed is June's writing. It's a gem of an idea which
I beleive has much power. But it needs your refinement.

Has your mother told you we are arriving at 5:30 a.m.
July 11th? Can hardly wait.

Dad

jp

Enclosure

The articles enclosed are related to the writing. You will
enjoy reading them.

(1)

Monday May 31
Decoration Day.

Dear Steve:

I'm very jealous of you. You have opportunities to advise people under stress where the stakes are very significant. You are forced to ask yourself why people behave the way they do. There is a genuine satisfaction and even some possible extrinsic rewards for developing a reliable quality of discernment in these instances, especially if your own skill and objectivity is such that you can provide some light or influence that will move the people and the organization toward a common goal. I can think of no more ~~exciting~~ ^{exciting} game to play. Especially when the game has ^{an} meaning and reality and you possess an above average competence there in.

It was in the context of reflecting on this exciting pastime that the term "VISION" and its true meaning engaged my interest. I confess there was some ~~vanity~~ ^{vanity} and self ~~serving~~ ^{serving} interest in this pre-occupation at this particular time. - I was invited to attend a luncheon several days ago on the 28th (Top) floor of the new Church office building. It was here that a drive to raise \$20,000.00 for the

② College of Business - (and the Graduate School of Management) was to be kicked off. The ^{14,000,000} money was to cover the cost of a new building and some new magnificence. Pres Samuel Gordon Winkley & John Mousen were present. Pres Oaks opened the meeting ^{thus:} "We wouldn't be here today if it weren't for the vision & administrative skill of Wedgar Taylor - whose leadership is responsible for the foundations and the directions we are taking in this project. We are asking Wedgar to offer the invocation and ask the blessing on the food."

Again when I returned from my mission years ago Clyde Sumner and I met two or three evenings a week to discuss the world and what kind of contribution that we could best make. Roger Baleson's then popular book Fundamentals of prosperity stated among many other ~~statements~~ ^{concepts} that schools could not provide students with the most important ingredients of success. Among them I remember were vision and faith.

I've asked myself myself just what is vision in the organizational context and how does it operate to change organizational structure and performance?

This is my third attempt to write a satisfactory statement on the meaning of vision in an organizational context. I guess I'll have to give up and include a couple of simple generalizations: I perceive to see vision as the quality you have when you perceive the stresses and strains of people and their interaction in the organization. You seem to have, perhaps, a more well defined concept of what the results of these interplays are going to bring given the externals including the policies of "Citibank" than your peers. This dimension you correctly describe as management. If this description is correct, and I certainly believe it is, the quality is certainly in short supply - one of your challenges is in accepting the fact that many people ~~do~~ not have this insight and deal with them on that basis - This means accepting them for their own strengths - and in the atmosphere of acceptance your own insights will be accepted.

But getting back to "vision" - I believe that in the organizational context the ingredient that is strategic and becoming increasingly necessary is "subjective insight".

an awareness of the character, coloration, meaning and intensity of others feelings is extremely important. Vision figures out of this awareness and predicting how the forces arising out of this "sea of forces" are going to influence happenings is strategic.

I apologize for using my own experience as an example - But I know it much better. Pres Oaks in the address at my farewell party stated that I had obtained one building for the college of Business and had another in the planning stage - In both of these instances I was surrounded by doubters. But I saw nothing very difficult or unusual. I knew the church & universities attitude toward business - and our inadequate facilities. The first building was just the natural evolution of months existing "subjective feeling" with which we cooperated. In the second instance I knew that if we sold the bus business men on our brand of education and supplied the machinery for their cooperation resources unlimited would be available. There was nothing mysterious or difficult of achievement - merely a process of organic growth which we influenced correctly at the right time & place - your here, I have observed insight that surpasses ~~men~~ ^{men} at the level where you are working. you also appear to possess another resource which can be very valuable to you

a certain joy that comes from looking from the inside

For May, 1974

Ques from Stephen and Dee's last contributions prompted some thinking about leadership. It is dangerous to generalize glibly on this topic. It is a moving target. Brute strength, the building of a facade, and the strategy of bluff have had their day. On the other end of the spectrum we are told the meek will inherit the earth. Also there are different kinds of leadership. The captain of a basketball team or even the manager of a pro ball club requires different qualities than the governor of the state, although there may be some things in common that are required for both kinds of leaders.

In our modern world where most people are well educated, have personal expectations and a desire for their own recognition, a prospective leader weakens his influence if he is too self serving. It is therefore desirable for a leader if he is to demand support from his associates to be dedicated to a cause, a purpose or an institution. It is presumed that such a cause would have meaning to his associates. The support he might draw from such associates would be influenced by the amount of personal subordination he might have to endure. This is the basis of the Sermon on the Mount. To fail to abide by the dictum of the Sermon on the Mount means that the individual does not need the support of his associates to achieve his goals, or he is not wise. Adam S. Bennion, a former apostle in the church, gave a talk to the BYU business school students entitled "The Price You Pay for Leadership." He used the late George Gadsby, principal architect for the Utah Power and Light Co. as an example. Bennion described the painful experiences of subordinating self and pride to a purpose Gadsby experienced in this most successful undertaking. This cause is not entirely unselfish. The cause for which we stand is more important to happiness than the incidents. It also is likewise beneficial to the associates, although some of them may not have the vision to sense this benefit in the short run.

Secondly, the prospective leader should be sensitive to the feelings and possible responsiveness of people. Usually the achievement of a leadership goal must be supported by a strategy. This does not mean a secret plan necessarily. But it does mean that the leader must have a sensitivity to know where people now stand and where he sees that they should stand to facilitate the goal in mind. He should have some plan or strategy for bringing about the change, but the emphasis is on sensitivity here not persuasion or manipulation.

Thirdly, the leader should possess the skill to win acceptance for his plan or cause. This success depends on the presence of the above elements and a combination of two other skills. The first is the ability to evaluate each of the parties involved to see how the achievement of the goal would satisfy his personal needs. This could be called skill in articulation or conceptual skill. This skill is the most frequently overlooked. The modern leader should have the personal, willful, and motivated cooperation of his associates. He can only get this complete package if his associates only give up to half of their capacity or that coming from authoritative discipline rather than motivation for personal gain or self unfoldment. This thinking

may sound trite. Yet much resistance or failure to cooperate stems from the associates' failure to see a cause or purpose in the plan that is meaningful to them. Significant to our meaning here is the fact that in many instances there exists a common advantage to the individuals but it has never been given articulate clarity at a conceptual level. The famous Porter Manufacturers case illustrates this point. Division heads each made their points and did endless bickering because no one put their peculiar contributions together into a workable pattern which all could understand. The verbal skills of a humanity major should be a factor in capturing and describing the nuances that may be required for this kind of communication.

The second skill required to win acceptance to a plan or program could be called salesmanship. It differs from the above concept of articulation because it includes the elements of enthusiasm, faith, and vision. It is a human skill while the first ingredient mentioned is a technical skill with word communication. A clear vision of the many forces involved, their strength and direction is required. Taking this assessment and creatively and imaginatively putting together what is promising and possible is a vital step. This process requires vision and positive faith in the people involved. But accomplished in the presence of associates, it generates enthusiasm that can make new possibilities emerge and thus be creative. On the other hand it requires wisdom, integrity and seasoned judgment. Out of this enthusiasm, born of vision, and faith comes a quality that builds a shared commitment; and thus the leadership process is underway.

Fourthly, the leader must be somewhat of a gambler. He must have the courage to put himself on the line or take action well before all the facts are in which assure the success of the action. Most real action has this quality of a gamble. Facts are never available to assure the success of any enterprise 100 percent. But the combination of decisiveness, judgment and courage which guarantee a high average of success in undertaking is important.

It is important in our complex world today to reflect that leadership can be shared. I'm enclosing an article by John Gardner which discusses this thought. Also read in this context the 17th chapter of the Gospel of St. John where the Savior prays that all may be one--a condition of shared leadership.

The Organization and the Individual

The implication of Steve's recent experiences wherein the bank lost his promotion forms and the nature and kinds of anxiety that resulted have very deep roots in the evolving of our society. The ravings of Nasser while we were in Egypt and the true sources of Russian Communism have common roots with this incident.

During the last few decades there has been a growing tendency to actively resist what is perceived to be injustice or the lack of a certain quality of freedom and equality. The conflict between freedom and equality is centuries old. There have been social, national, and industrial revolutions which were responsive to this conflict. Ostensibly, the upheavals had an economic base; yet even in history the psychological forces arising out of the injustices of inequality have now been viewed as more significant; but it has only been of recent generations that the pull to justice and equality has become a tangible force insofar as the individual status in the organization was concerned.

This quality in man to build expectations regarding his self unfoldment has today become more significant. The Hawthorne studies in the 1930s revealed the powerful truth that the human psyche had almost eternal resources for productivity if the right combination of freedom and responsibility could be captured by the management of industrial organizations. The vision of careers possible through newer management methods has inspired expectations that are real and almost tangible. The entire thrust of organizational behavior is to discover or develop a means of releasing this infinite potential into productive channels.

The significance of this area is in its complexity. One might assume that with progress in the area of Organizational Behavior, utopia would be just around the corner. Offhand it would appear simple just to be fair, equal, and nice to people and harness this tremendous resource. But the challenge is not so easy. There will always be problems, maybe even greater than there are now for at least three reasons. First, it is a condition of existence that people are now different and always will be. Life is given dimensions of interest, harmony, and even beauty as a result of these differences; but bringing harmony and beauty out of inherent conflicts arising from differences will always entail some frustrations and displeasure. Second, as we achieve certain levels of progress, our expectations soar at greater rates than the progress of management skills. Failure to achieve expectations resulting from such mistakes as the bank vice president or our own inaccurate assessment of the future will result in frustrations, and disappointments. Third, we come back to Dee's thought: some discord in life is essential. A world of all sweetness and light is a sterile world. To be as wise as a serpent, to be alert and aware of what is going on around us in the important "people world," probably requires six weeks of anxiety or similar experiences. It is possible that some acquire more awareness and deeper insights with less suffering than others, but none can gain these divine qualities without suffering. "Though he were a son, yet he learned obedience by the things that he suffered."

Probably the real millennium will be when we reach the golden mean in this area of activity--when people maximize their human adjustment and response skills to a degree where maximum of joy results from a minimum of discord, or where responses necessary for us to reach higher levels of satisfaction are achieved with a minimum of negative stimuli.

In this new world physical needs will be taken for granted. Our concern, interest, and goals will be of the substance referred to by Christ when he told Nicodemus

" . . . the wind bloweth . . ." or Paul's "eye hath not seen . . . but by the spirit."

It was when the Hawthorne studies labeled these intangible qualities as productive in the physical sense that we begin to understand really "seek ye first these qualities and you can take the others for granted, they will be ever abundant."



Brigham Young University

Weldon J. Taylor
Dean
College of Business

March 18, 1974

Dear Stephen:

Enclosed is the March issue.

Best regards,

Dad

Dad-

kjw 1/9

THE DE-ENERGIZING INFLUENCE OF FAILURE TO DEAL WISELY WITH HUMAN CONFLICT

I hope it has not been wishful or even flabby thinking that has prompted me to see more than a coincidental or happenstance congruence between Christ's teachings and basic management concepts that are recognized as profound. For example, Roethlisberger and Rogers' "Barriers and Gateways to Communication"* is still read and has sold over 7,000 reprints. Yet it is basically an elucidation of Mathew 7: 1-4. It describes the reciprocal hostilities growing and of expressing judgments. There are many other such instances.

The one of current interest, however, deals with the debilitating effect of human conflict. Many psychiatrists are made rich because so many have failed to learn to handle this problem of not being able to overlook, ward off, forget, or forgive slights to their ego and even insults. This question involves the whole question of our and others' perceptions which may explain differences which give offense where none is intended. Yet because the base for reciprocal disintegration of a working relationship, a good case can be made for the fact that the majority of differences arise out of imperfect perceptions rather than real and basic differences. The loss of clear mindedness, peace of mind, productive effort, and sheer happiness is a costly price to pay for a condition that might be avoided by choosing a wiser plan.

*Harvard Business Review, July-August, 1952

Christ's plan: turn the other cheek . . . avoid making judgments . . . forgive seventy times seven . . . I will forgive when I will forgive, but unto you it is required that you forgive . . . agree with thine adversary quickly . . . and others.

Another concept very supportive of this philosophy was called to my attention by a businessman in California recently. He quoted Peter Drucker to the effect that a manager should focus his attention on a man's strengths and overlook his weaknesses. In such a course, a manager would have to be as wise as a serpent in not letting faults or weaknesses scuttle a program. But Drucker makes a point which has gained him much acclaim. Wasn't this thought anticipated somewhat by Christ and his parable of the wheat and tares?

The question arises out of the loss of face and administrative influence that might occur in turning the other cheek, overlooking offenses. If one retains his poise and responds out of strength rather than weakness, would he not gain face rather than lose? This might be the subject of another statement.

There is much evidence for the fact that much loss of happiness and business efficiency results from failing to learn the practical application of Christ, Drucker, Roethlisberger, and Rogers.

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January 1, 1974

Dear Steve and Margaret:

Ere this, you probably have received the cable about our returning to U. S. A. This may or may not come as some surprise to you in view of our discussion of the way my work was unfolding slowly while you were here. The projects in which I had hopes either didn't materialize or they did not involve me. There was no structured program whatsoever for me to follow. I've busied myself with writing letters to the states in the interest of building staff and contacts for the school. Especially disappointing to me is that the National Institute of Management Development, which I had some hopes of rehabilitating and building a relationship with AUC, has practically folded as an organization. So no liaison efforts appear to be fruitful here consequently.

It would appear best for us to return home. Either we will spend some of the winter with the thousands of winter guests in the Phoenix-Mesa-Scottsdale area near the folks or we will take over the house on Oak Lane. The boy, there, has missed his rent payments and there is, I think, a chance that he might let us move in.

Our health is good. There are many disappointments, but in the long run we believe we have made the right decision. Mother will keep you posted on details.

Love,

White Dad

written Your letters written on arrival arrived the day after your letter on the 15th. They came yesterday. We were relieved to hear from you and know that you are so happy with Sydney. I am really looking forward to visiting you there. So glad you are located in a house until you are able to get in the one you've rented. I worry about the swimming pool. Your story about Jacob running away worries me-----I know you will be on the look-out, especially with a pool in the yard. Does Phoebe think Austrailians are still 2yucky?"

We hated to tell Iyoub we were leaving but he took it quite well. He told us that we were the best people he had ever worked for. He has really fit in to our way of living and we will miss him.

The weather has warmed up some during the day----the nights aren't quite so cold. We are sitting on the couch by the south window with the sun streaming in.

We had a good Christmas. Christmas Eve we went as a branch to the Green's and had a family home evening with treats. It was really pleasant. On Christmas Day, we had dinner with the Fenn's which was one of the nicest times we've had. A couple of days after Christmas, we went with them to Alexandria in their van. Come to think of it, I believe I've already told you this. Last night, New Year's Eve, the branch went again ~~xxxx~~ together to the Fenn's for a very nice party. We had lots of eats and played games. Didn't get home until one o'clock. I believe the best thing to do, is to write to us in care of Dee and he can forward the letters to wherever we are. Though we aren't particular anxious to go home right at the moment, it maybe the thing to do. We will call our rentar when we get to Washington.

We leave Tuesday morning on TWA and go straight to New York and Washington. We aren't too keen on travelling in Europe during the winter. Maybe this is a funny attitude, but then we'll come again sometime. We are cabling Aunt Virginia and hope to stay a couple or three nights with them and then to Charlottesville for the week. We don't wish to interfere too much with Dee's school.

Not taking too much home, for we have to pay all the air freight plus our ticket. This was in the agreement. Anyway, I haven't seen too much that has interested me. We already have enough at home. Karl Young wrote that the new house, below us, is going up and he doesn't think it will take too much of our view.

Will keep you posted and you do the same. We have loved the snaps that you sent. They are so good. Tell us about your work and we send our love,

Love,
mother
XXXX XXXX

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Weldon J. Taylor
% American University in Cairo
113 Sharia Kasr El Aini
Cairo, Egypt

Sender's name and address

يجب ألا تحتوي هذه الرسالة
على أي مرفق والا وجب
التأكد من تكامل الراسم المكتوب
القرار أو تقبله بالطريق العادي

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Mr. and Mrs. Stephen D. Taylor
Manager Financial Analysts
IAC
GPO Box 40
Sydney, Australia

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AIR LETTER - AEROGRAMME
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30 M POSTAGE

baskets, woven hot pad holders and a whole lot of eggs. He rode all night from Aswan and didn't get much sleep. Oh well, he can go home after lunch, for we don't plan too much for after church.

Last night, we went to the Soviet Cultural Center, with the Hunt's) to hear a musical. The first half were students of the Ruskey's and the second half were some of Egypt's opera singers. We thoroughly enjoyed the program and it was a good evening. Some of the same singers were the one's who sang when we went to the Italian Cultural Institute.

Our film series start again this Thursday and we will be seeing "The Prime of Miss Jean Brodie." I understand it is quite good and that the leading actress won an oscar for her role. We thought Plaza Suite was better than the first two or three that we saw. Walter Mathau is also coming in Kotch. I think I told you we enjoyed the movie "Cromwell" with Richard Harris and Aec Guinness. It was on another series.

This year the Muslim holiday, Beiram, coincided with Christmas. For four days, this past week, just about everything closed down including the Postal Service. Just prior to Tuesday, the streets were packed with people from everyplace. It was no fun going downtown. For the past four mornings, we have been going ~~XXXXXXXXXXXXXXXXXX~~ for our walk around seven-thirty or seven forty-five. We note, that everything is back to normal so we will have to start earlier to avoid the crowds.

All is well---will start back to school tomorrow. Dad has been reading forty cases, this past week, written by Egyptian students. He is going to help them get them ready for publication. Will start back with ~~xxx~~ classes tomorrow. Write often and tell us about your activities. We love to hear about them. We send our love.

Mother & Dad

XXXX
0000



December 19, 1973

Dear Stephen:

Enclosed are the statements for September, October, and November for Zions Bank. I think all the drawings will be understood by you. We have not received a billing from The Covered Bridge on the monthly payment for maintenance. Maybe we had better call them.

Also, you'll note, as your mother indicated, that we have not made a payment on the Mt. Pleasant property. I presume the \$100 earnest money payment will hold this until Abegg tells us otherwise. In view of the fact that there are no sales taking place in the winter, this may be sometime when spring breaks, and there's just a possible chance you may have another opportunity to take a look at this property. I don't suppose there will be a great deal of money made on this very fast in view of the gas rationing and the fact that recreation property had a pretty fast play for awhile. However, in the long run, it appears to be a sound investment in my book and, in the short run, in the event that we settle in these parts, it would be an exciting recreation outlet. Your mother thinks that you're buying it because I want it; that's one of the reasons we're hesitating. But nonetheless, we are holding the money for Abegg in the case he insists on closing the deal. I trust this is agreeable.

I hope things are going well with you.

Best regards,



Mr. Stephen D. Taylor
c/o First National City Bank of New York
Chowringhee Road, Tata Center
P. O. Box 9028
Calcutta 16, India

1861 Oak Lane
Provo, Utah
U.S.A. 84601



Mr. & Mrs. Stephen S. Taylor
90 First National City Bank of New York
P.O. Box 9028
Calcutta, 16 India

AEROGramme • VIA AIR MAIL • PAR AVION

(2) Second fold



Additional message area

November 21, 1973

Dear Steve:

We were delighted to receive your letter the other day and learn of the opportunity that you may have of going to Nepal. I think you have done a very good job of analysis yourself, and probably knowing the attitude of the bank, are in a better position to think this thing through and make the decision yourself. Any input I have might be irrelevant. Just let me say, I think the attitude of the bank in terms of how they perceive the importance of this undertaking in Nepal would be a very significant factor, if not controlling.

As I perceive this opportunity, if there are any areas of open judgment and creative skill that are involved in this undertaking, which I think there must be, it would seem to be as valuable as a training course in Beirut would be. The philosophical implications of a statement in the Doctrine and Covenants: "He that descended below all things that he might be in all and through all things the light of truth," has meaning here. In other words, where you start from the bottom and build an organism into a functioning operation, a basis for theory is laid that you may not even be able to obtain in Beirut. This involves operations as well as credit management. Although on a small scale, it's dealing with the foundation; and in dealing with a foundation, many concepts are brought into play that are relevant to theory at a much more advanced stage. Also, the opportunity of starting something in a new community, getting to know and work closely with the leaders of a new nation and a new community, is a significant factor in understanding and knowing the basic problems of the world. This in itself is a significant educational concept.

In terms of the bank's position, I would think if they wanted to have an executive vice president of a bank, a man who had started a branch in one of the outlying areas significant to the overall program of the company would be a factor. Also, you've got to consider the living conditions for Margaret and the kids, which I presume might be better than there in Calcutta. Still, I don't know. I regret the fact that you would not have a church. And yet, I hope that with your family home evening and the sacrament that you have, emphasis can be given to teaching your children the Gospel maybe better than you could have in an organized church in some of these other areas.

These are just a few of my ideas, and again I come back to the point of view: How do the bank executives consider this undertaking? If you have the kind of skill I believe you have and the commitment I believe you have, you'll be sufficiently outstanding that you would not need to fear being left as a starter of a small branch around the country. I think they see better things for you. These are my thoughts.

Best regards,

Dad

October 11, 1973

Dear Steve:

I think we have your finances going according to instructions. We'll keep you informed. Myrlon Abegg called the other day and indicated that he had received the earnest money check and was ready to close the deal. I asked him if he was rushed and he said no, he was not exactly rushed; he wanted us to feel good about it but he agreed with me that \$100 was not too much earnest money to hold a piece of land like that. There had been more activity during the autumn leaf period which, incidentally, is past now, but that when we were ready he would be happy to close the deal. I mentioned the conditions we had with respect to roads, markers, and the spring; and he indicated that such conditions could be written into the agreement which would not be binding unless we were satisfied and any money paid would be returned if conditions were not met.

The proposition has the following negatives. Can you afford both the Mt. Pleasant property and the Spanish Fork canyon? You indicated that you could and gave us instructions to that end which appeared consistent with our views. Has anything happened since then to change your views?

Second, the property down there may not increase as rapidly as our gut feelings seem to imply that it will. It may remain stable for a number of years. If you want to sell the first or second year, it may be difficult. It may even be sold at a loss. Then again, we may come up on bad times where everything depreciates in value, including real estate. Paul Taylor states that the property may be a good investment, but he sees it as not exciting.

On the positive side, I indicated to you some time ago that Gregory Austin says the land is not overpriced. The price is fair, but that it is a speculative investment. Shirley tells us that Pat Fillmore and her husband have bought a similar piece of property in Parowan Canyon. They come up from California three times a year and think it's wonderful. It has appreciated in value and they see no reason why any such property will not continue to appreciate in value. This was Shirley and Monroe's opinion, too. We discussed this with Brian and Diane the other day and they couldn't see how you would lose on property and Diane thought her father was foolish not to buy canyon property rather than the property in Mapleton. Abegg said that the area was active during the autumn leaf season and lots were moving. The most logical, positive argument to me, however, is the story that Utah, as such, is becoming a haven for people who are finding their urban home areas too crowded in the first place. In the second place, as indicated in the enclosed article, real estate is limited, population is growing, and incomes are growing.

I feel that inflation is a greater danger than deflation. The lot itself with the creek running through, the meadow effect, and the spring makes it one of the rare lots on the sub-division.

I believe I told you that Abegg said with exception of one lot, which is being held by the management, this is the best lot on the sub-division.

In terms of the use of water for the kind of use that will be made of this property for a long time to come, the water from the creek and from the spring will be available without any problems. If one was to pipe it into a home, however, it would be a different situation.

I have a positive gut feeling, personally, about the property, and see it as a beautiful retreat for myself; this is selfish, but I think you should make up your mind what you want to do in the next few weeks. If you want to purchase it, tell us how we should do it. Maybe a \$1,000 down payment would have to come out of the Coolidge Bank unless we purposely accumulate this balance in the Zion's Bank by holding out on Coolidge. If you want us to use the Coolidge money and go ahead, maybe you'd better send us a check and give us the appropriate instructions.

Again, Abegg said there was no hurry. He wanted us to feel good but he was waiting for word. Naturally, this would be expected from any salesman.

We hope you had a good time in Bangkok. It's nice to hear from you.

Best regards,

Dad



Brigham Young University

Weldon J. Taylor
Dean
College of Business

September 18, 1973

Mr. Stephen Taylor
c/o First National City Bank of New York
Chowringhee Road, Tata Center
P. O. Box 9028
Calcutta 16, India

Dear Stephen:

The following is a recapitulation of your Coolidge account.

Executive Credit Balance	\$1,499.18
Bank Balance	<u>80.46</u>
Balance	\$1,579.64
Less your Amex payment	<u>- 531.83</u>
Total Balance with Coolidge	\$1,047.81

I just called Zions, and your balance there is \$1,378.52.

Best regards,

Pay SA \$300
Pay LOT 157
Pay Earnest 100
Pay Coolidge - attach

Dad

\$800 to Coolidge

ds

Enclosure

Dean Weldon J. Taylor
1861 North Oak Lane
Provo, Utah 84601
USA



USA
postage 15c

Mr. Stephen Taylor
c/o First National City Bank of New York
Chowringhee Road, Tata Center
P. O. Box 9028
Calcutta 16, India

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Participation Certificates
Counter Rekening
Travellers Checks
Operational Errors.

2 Second fold



BCC
Returned checks
Checks held pending process
Div. warrants in AIR
Checks not unpaid

Clear cut Greed Policy
+ Routine
What is limit?
Why so many tickets
unassigned

Additional message area

Again, it was certainly wonderful to have you with us and to receive your recent communications. We will await further word.

*Coolidge statement came today.

Dad

September 14, 1973

Dear Stephen:

We received your tape the other day, found a machine, and played it back yesterday. It was most interesting and rewarding to us. We will have our contribution in the mail to Dee and Shauna on Monday.

After receiving your cable regarding the Mount Pleasant property, I called Myrlon Abegg and learned that the company attorney had investigated the water rights situation. The information I had received from the State Engineer's Office was correct. No water rights are available for the property, and the spring is considered a part of this system included with the creek. However, he said that the company does have some water rights and steps are being taken by the attorney to see how these water rights can be allocated to the respective lots. This may take a little time. In view of your apparent positive interest and in view of my own possibly subjective commitment to the property, I told Abegg we would give him a \$100 check for earnest money to hold the property until such time as we could correspond and I could learn your interest and the other developments such as the roads, corner markings, and water rights could be further determined. He was agreeable to this so I did send him a check the other day for \$100 which will hold the lot. In the meantime, you might write in greater detail what your feelings are and send me a check on the Coolidge Bank. You did not leave this check for me to make the down payment--if this is your wish. I admit that the property excites me personally somewhat, but unless there was a good market for this, I could never see myself paying \$10,000 for property way up in the mountains. Yet, if such a market does exist and this becomes a pattern of living, which seems to be more and more the case, this could be a good investment or a fine opportunity for a retreat. Especially if the affluence of our society and our personal incomes are such that the investment becomes comparatively small.

I might say that I asked Gregg Austin, who is a professional appraiser, how these lots were priced; and he said they were fairly priced. He said, however, as an investment they were somewhat speculative, but many people earn on speculation.

Bruce Clark, Dean of the School of Humanities, told me that he had bought some mountain property east of Indianola for \$300 an acre, two years ago; the property now is selling for \$800 an acre. Myrlon stated that this lot had more resources on it than any lot in the development except one, and the company was holding this lot for some of their own members.

In view of all of these developments, I didn't think \$100 was much to risk in order to move further along and be able to make a wiser judgement when more facts were known. Are you sure your cash flow can stand this extra without making you scrimp to the extent that you may be less effective in your work?

Incidentally, we have a couple of documents from Coolidge Bank, which we won't be able to understand completely until we get the statement from them, which we have not received.* Neither have we received the evidence of a payment made to Zion's. We are, therefore, waiting to make the first batch of transactions until we get this information.

Shu to London



Stephen Taylor
c/o First National City Bank of New York
Chowringhee Road, Tata Center
P. O. Box 9028
Calcutta, INDIA

AEROGRAMME • VIA AIR MAIL • PAR AVION

② Second fold



Use tape or stickers to seal—No enclosures permitted

← ① Fold first at notches →

Additional message area

August 25, 1973

Dear Stephen,

A brief report on the Mt. Pleasant lot prospects: Paul and I and one of the party who had purchased these lots went over in Paul's Rover to the site on Tuesday evening. It was beautiful. There had been a rain in the afternoon, and the terrain was fresh, green, and impressive. Paul withdrew his objections and was enthusiastic, indicating that this lot was the best on the entire site. He indicated, however, that we should check the filing on the spring to see if it were, first, available for our use and second, available for property, which might be a very valuable asset.

In view of his enthusiasm I called Myrlon Abegg and told him we would take the lot and suggested he pick up a \$100 earnest money check Wednesday morning, and I would write to you for a check on Coolidge Bank to pay the difference within two weeks, with monthly payments beginning October 15th. Then, in compliance with Paul's suggestion, I hied up to the engineer's office this morning and learned that we can use no water from the creek, and since the spring supports the creek, according to their perceptions and, incidentally, they are legal, we cannot use the water from this spring. To use water from either the spring or creek would be illegal and, in effect, stealing water.

So the lot, in effect, other than for scenery which can be developed for beautification purposes, is a dry lot. Water would have to be hauled in for living purposes. A septic tank requires 5 gallons of water per flush, which could mean a significant effort and expense in the event that a cabin were built.

This changes the picture enough for me to call Myrlon Abegg and tell him, unless their attorneys can get a different ruling on the spring water, the deal is off. However, I suggested I would write to you and, in the event that you, for investment purposes, would like to go ahead on the lot, I would be in touch with him. But I felt it would be unwise for him to hold the lot for this purpose. I called Paul and he seems to agree with me, although he does see that there are investment possibilities. As I indicated, Myrlon feels there might be a chance for their attorney to get a different ruling on these springs. I informed him that if such were the case to let us know immediately. Also, if you want to go ahead on the lot, knowing the circumstances, please let me know.

We enjoyed your visit very much and will be in touch with you in greater detail at a later date. We hope all is well.

Sincerely,

Calder Peterson
Sept 4, 73
ad
(D)

June 8, 1973

Dear Stephen:

We let try + visit too
Needless to say we were delighted with the news of Jacob's birth. It is surprising the feeling of status that results from having a grandson. We took a week'end holiday trip with Dee and Shauna and visited Capitol Reef, the Hite River crossing of the Colorado, the natural bridges, the Goose Necks, Canyon Land's National Park, Arches National Monument and Dead Horse Point. It was an enjoyable trip, and we were happy to be together.

My motive however, in writing you now, is consistent with your suggestion that we correspond on occasion at length in a rather meaningful context. ¹Such experiences will enable us to extend our frontier somewhat. Then there are some more practical motives which serve the purpose of my work this summer and possibly the coming year. As a member of the Board of Directors I am the Chairman of one of the Divisions of the American Assembly of Collegiate Schools of Business. It is the responsibility of a complex of sub-committees under my coordinating influence to communicate to the public, including high school students, so they will look more favorably on business. ²The overall aspects of this assignment are such that it would be wise for me to examine some basic assumptions which have been implicit in my thinking and account for my own drives. Such an examination causes me to make them more explicit, to modify them, or abandon them. *may*

imputation of dignity transcends pay
Consistent in this process with the revealing of deeper and more obscure insights that might have major relevance, let us use the case method. Realizing the possibility of misquoting and even being slightly, inaccurate, I recall your stating that the "B" school professors indicated doubts as to the soundness of theory "Y" as management philosophy in a majority of management instances. I may be changing the meaning, but it matters little. *not necessarily*
Now, consider the context of the statements that I have sent to you written for the "Business Cycle" that a trust relationship, the imputation of dignity, a condition where an individual sees and feels significance in his work which transcends his take-in pay. What is a statement that would most nearly generalize this reality? Is it an either/or proposition? Certainly Maslow's hierarchy of values enters the picture. A person who is preoccupied with his own safety and sustenance to a point of anxiety has different expectations than a worker who is attempting to maintain status in the upper-middle class. *anxiety? yes!*
Yet I presume that 98% of the workers in the world are in the former category and maybe 80% of the workers in the U.S. are in this same category. Now let us move to the other end of the spectrum. I quote from Arthur R. Taylor, President of the Columbia Broadcasting System, Inc, in a speech he made at Amherst College:

"...the corporations that flourish will be the ones that attract, promote and make the best use of men and women who have innovative and original minds, and that encourage individual expression."

specimen

Maslow needs sustenance

98%

Corporations flourish

It goes without saying that such people are the happy ones. They have a certain peace of mind that includes the drive for safety and sustenance, but greatly transcends these motives into a self-unfoldment motivation that results in productivity. In my own frame of reference this experience, because of its trust implications, and the open attitude of the supervisor has some element individual creativeness in it. (See Collier's article)

It is this germ of creativity that supplies the inner satisfaction that is lasting and basic, (This concept includes a hypothesis that appeals to me and has eternal implications, ~~that~~ maybe this should be in another letter.) The basic truths of Taylor's statement is now almost axiomatic in progressive American management circles. Now the question, in view of the different position on the other end of the spectrum that exists in developing countries, does Taylor's thesis have any relevance? I think that it does. Assuming that development is a possibility, the principal resource and barrier is "people". We can't permit these developing nations to discover the power of the basic concept we are discussing by the trial and error method, which took nearly two hundred years for the United States. Furthermore, this attitude grew more rapidly and was hastened by a conflict which included the developing nations. Without the threat of communism and unions the concept, if it was born at all would have been much slower in developing. But it has evolved and more basic that anyother factor is that when the context is such that it can work, and is used, it is significantly more productive. It has qualities that give it permanence and stability because it provides deep, basic and enduring personal satisfaction, as well as productivity.

Now my thesis, the style of management, whether theory "Y" or "X" should be geared to the expectations and attitudes of the workers, but the leaders should have the capacity and inner security to supply some ingredients at the proper points and time which move toward a theory "Y" condition. Even in the face of severe conflict, when distrust of the company and the supervisor is at its highest, an honest, fair position, which may include sternness, and a show of power, maybe the better solution. But in his position of power and firmness, the secure manager should be personally sensitive to the fact that it he is dealing with "people", and ready to respond (on occasion when it does not indicate strategic weakness) to an opening for the application of some theory "Y" ingredients. So the managerial attitude should be a blend or a mix which is the product of a style, philosophy, and the inner strength of the supervisor applied to the expectations of the workers at the level of the "XY" spectrum where they are the most productive, moving from X to Y at a rate which yields the greatest productive results over time.

In the line with the above context I am enclosing a statement we are presenting to Erteszek in Los Angeles this afternoon for a million dollar gift. This philosophy represents Erteszek's thinking. (This is the next day. We made the presentation to Erteszek. He said he had a positive gut feeling, and would let us know in 2 weeks.) Whether we get the million dollars or not

with innovative
minds etc.
encourage expression

your
experience

But how
about where
I am?

Use theory at
proper time.

Be ready to
use Y when
opportunity
comes.

spectrum

X → Y

else
of creativity
here

How will
developing
nations learn
this concept?

Not
to give
open

Page 3 -- Stephen Taylor

is the question. If we do, it's possible that we may develop something as meaningful as the Hawthorne Study. Also partially in the context of the above, Mother suggests we send you a statement made by Jack Anderson at the University of Utah, who had a Fulbright Study in India several years ago.

Well enough for now. I have another but related thesis I will write about in the next week or two. Love to all...

Dad

Can see theory blossoming

October 1, 1972

Dear Stephen, Margaret and Phoebe:

Fast Sunday and I can't think of a better way to spend the hour before our 3:00 pre meal fast meeting than to drop you a line.

There have been some interesting developments on my job front lately that ~~you might~~ I might share with you. First you may be interested in developments in the banking fraternity. Harold Steele is a son-in-law of Marriner Eccles and is president of the ~~entire~~ First Security ~~system~~. We shared (with several others) the head table at a luncheon several months ago and he suggested that he had heard much about our program in business and was eager to help. Since Zions have, by virtue of its board, with Harold B. Lee as chairman, and many of the general authorities as members, its name and its history, a close image relationship with the church, First Security sees this "in" as a major means of getting business. They are beginning to advertise that First Security was founded by Brigham Young. They have asked our Business School to get a television show on basic economics on ~~ghd zif, etc., etc.~~ Harold Steele has three Vice-President assistants two of them are fairly recent graduates of the BYU College of Business. He states they have an openness about them, a skill and ~~axwill~~ are willing to share leadership and keep the organization going that is unusual. Soon they will be the senior officers of the bank. One of them is Calvin Jeppson who married Delores Schneider, my secretary while chairman of the Marketing Department. But at any rate, I had a very interesting and rewarding visit with him the other day. I found that he had our ~~people~~ "people philosophy" which was something quite different from the old First Security image.

In the course of the dialogue he indicated he wanted a good man to head up his marketing division. After kicking this around for a while I suggested that I had a son with First National City Bank and after ten years he should think of an international division and bring him (my son) home to manage it. He indicated that they should start thinking about an international division, but after you had been with the Citibank for ten years you would be far out of the salary range. At any rate after an hour's discussion we discovered much in common and we ~~invited~~ invited him to be on our Advisory Council. He accepted and will be with us two days October 20th and 21th.

Another report we find encouraging is the response of our Advisory Council. Nearly every one is attending our meeting this ~~year~~ year. They are excited about the bridges we are building with business by the evidence they have that by a rapid and almost striking change to individualized learning we are literally turning the educational process around. As you know they are working to get us a new and strikingly ~~modern~~ modern building and may be successful enough to announce in the spring. They are getting ready to raise a significant sum for other projects this fall. The ~~pro~~ prospects are exciting.

Just one more incident among others. Victor Brown, presiding Bishop, ~~called~~ called the other day and asked the business school to undertake a study and a revision of the entire system of business administration for the church---a tremendous opportunity with great potential. Several

of their men were at our management development program this summer and their raves about its quality ARE intense and enduring.

The success of this program (and we plan eight sessions next season) is because it is motivated by the deeply held commitment that the most efficient and effective administrative procedure is the one that projects positive ~~EXPECTATIONS~~^{TRUST}, trust and breathes human dignity. My old roommate Jack Gibb, has it packaged into a model he calls TORI= trust-openness-realization of self and inter-dependence. This is purely a Christian concept and is adequately described in Matthew 5, 6 and 7. Certainly ~~there~~^{there} are yet many who have not acquired the skill to be christian-in this sense and it is a skill to be practiced and acquired. The ~~un~~ unfortunate mission president who behaved so ungraciously in your case, a few weeks ago, may be a case in point. Who can deny that not only would his personal life be more self-fulfilling but he would be more effective in the accomplishment of his own as well as God's goals were he to acquire the skill to exercise basic christian principles in administration. D & C 121 is still true and as Joseph Smith implies includes almost all men. The question arises what about the ~~victim~~^{victim} of these offenses? Some can often become embittered. Yet he who has mastered the Christian concept refuses to let the tone of his life and relationships be dictated by a lesser spirit
(See Steve Covey in his Spiritual Foundations.)

These same concepts are true in almost any organization, business or otherwise. In the course of time and experience, he who has the capacity to objectify or depersonalize their offenses develops the inner calms, poise and those qualities that result in creative leadership. This is God's method of "rewarding you outwardly." Matthew, 6. It requires faith, but in my experience has always paid off. Can't ~~you see this kind of response as a building~~^{you see this kind of response as a building} and ~~xxxxxxx~~ creative process rather than destructive and disintegrative? Indeed, since creation of people and social institution is one of Christ's basic goals, loving your enemies and turning the other cheek becomes a high level creative act.

In this spirit, your work in the bank can be a great mission both to your American and foreign associates, accepting as given a few shocks, disappointments which come to all, your life can be an ever expanding self-fulfilling experience of joy and happiness.

Incidentally, one way you can increase the net joy and happiness is to keep us better informed of your personal health and happiness. One letter in six weeks leaves long periods of wonder, anxiety and fear as to how you are. Why don't you help Margaret a little more with the writing, Steve?

We miss you all so much, especially Phoebe. We keep the red-white-blue-green ball bouncing around to remind us of her joyful self.

Mother is going to New York with me Wednesday until Saturday. We love you all very much.

Love,

Dad

you see this kind of response as a building

November 30, 1971

Dear Stephen and Margaret and Phoebe:

We do so much enjoy your letters and get genuine satisfaction from the fact that you are now in the main stream of life dealing with the issues and challenges that determine success and failure and are doing well. It also makes us very happy that from all reports you see relevance in your work and even though you may be in the training stages you feel the game spirit. I still see the game point of view as apt, accurate and useful. It enables you to gain great personal motivation out of wanting to win and achieve. At the same time you can with every justification love your competitors both inside and outside the organization--also it permits an occasional failure without it being viewed as a personal disaster, although one certainly would want to cultivate a strong commitment to win and avoid failure.

I am enclosing a clipping which is just another statement that I've seen so many times and in so many different forms. It was a major topic of discussion in the program at Aspen a year ago last summer. The consensus there was that something would have to be done about the income gap or there would certainly be disaster. I don't know, now that peace is becoming popular in the more civilized circles---maybe we will get the idea to spread. India and Pakistan, Israel and the Arabs, Vietnam, Cambodia and even Thailand do not seem to be catching on very fast.

But as I see it, the only way to take the dangerous stinger out of the income gap is to find a way and means for the "have nots" to "have" on their own power and on the basis of their own creative effort. Dollar aid if wisely used (and too frequently this is not the case) may help a little. Even a war accomplishes something in terms of motivation advancing certain kinds of technology, and possibly promoting a kind of cooperative unity. On the other hand unless these things take place in a positive progressive context they can arrest growth and destroy foundations on which productivity can be built.

But to get to my point, a significant part, probably the greatest and most permanent and lasting part of what will really change the ~~world~~ ^{Nation} is in the day to day business transactions in which the natives interact and interweave their skills and become a part of the productivity fabric. That is why I feel you in your daily work are working at the very heart of the world's number one problem. It certainly requires some imagination I am sure to see the simulation exercise on the Bourse as significant in solving the world's problems. But the fact that you enjoy the exercise means that you must have this vision of what part this strategic machinery plays in the whole scheme of things. This fact pleases me more than you know. If you can have the patience to master and enjoy these fundamentals, even if you chose not to become vice-president or president, but rather a teacher or a writer, how much more articulate, accurate and colorful you could be if you had been alert enough to acquire awareness of the intricate forces of the market places of the world. I see three areas where these experiences are significant and among the most valuable contributions you can make---in increasing order of importance.

1. First, by making capital available for industry to grow in a backward area.
2. You are bringing to a backward country more productive methods of certain economic forces and practice and thus in a sense contributing to their education.

3. Provided your behavior is as I think it is, you are indicating daily that the Christian has a tender concern for people that transcends color or creed which results in a common quest for lifting all mankind up to the level where they are free from prejudice and poverty so they can be free to create and love their fellows--work, wealth and Christian wisdom in the right mix will accomplish this. Preaching had its day with church, raising kids and converting the heathen, but a more sophisticated mix is required now and you are in the very heart of an area where it can be developed and doing well, enjoying it, and at the same time getting paid well for it.

Just a few more thoughts. I don't know what your long term or short term goals are but I hope you have them stated explicitly..

Your running exercise a while back sounded real good--regularly practiced. I have found that vigorous exercise means the difference between just being there and being resolved, between being awake and being alert, between being dopey and being cheerful and outgoing. The affect this has on the achievement of goals is tremendous.

Being in a developing country provides a genuine opportunity to learn by studying their culture and relating to them person to person--heart to heart.

Yet you cannot afford to let the world in the progressive centers go unnoticed and pass you by. The best protection against this condition are your trips home and a reading program. If you read a news magazine and Saturday Review you will keep a focus on the realities of the West. I have found reading novels that have a message give fine colorations and insights that reveal what is going on in the country and in other people's thinking. A wisely conceived reading program would certainly help you develop a broad gauge foundation where you could render great service to many people by vibrating accurately and intensely in a broad spectrum of reality.

Another thought. Remember Abe Collier--"It is not enough to be good--to lead a blameless life, one must also be creative." I understand the very young but very powerful and successful vice-president of the Citibank is no great respecter of the person as a child of God. But he has a tremendous record. I wouldn't want you to trade places with him because I think the above values are important. But nonetheless the total Christian ethic must include being smart and an aggressive creative spirit. Love is a lubricating force that makes such creative programs catch and stay put.

Well enough of this. View what I've said as speculative interaction---maybe an eagerness to enjoy some participation in your exciting career. I'm happy and proud that you're enjoying it and doing so well.

Margaret, we enjoy your letters and precious insight. We are sure your petite beauty, your courage, spunk and commitment for eternal adventure are significant factors in your joint career successes.

We love you, all three, very much.

Dad

September 11, 1971

Dear Steve, Margaret and Phoebe:

We wait with genuine interest to hear your activities and needless to say they sound exciting. I recall a seminar at General Electric several summers ago for Deans. In one of the messages it was pointed out as a result of an extensive study that after 25 years out of school on the job the quality which was valued above comfortable quarters, favorable working conditions, likable supervisors and even high income, was challenge on the job.

So naturally it pleases me to hear that they give you tough assignments---certainly this is the way to make you increase your capacity to handle really big deals and assume great responsibility. See these challenges not as burdensome but as games where you love to win, but if you lose there is another inning or another round. In this day and age while there may be other moments, days and even months, if you succeed ultimately your work has to have some fun in it.

Which reminds me that Dee and I endeavor to get some golf in once a week. My best score was a 40 here a while back with two birdies and unless I have a bad day I shoot 45 or ~~under~~ under. Dee shoots in the low 40's. We made a deal with Dee the other day to paint the ~~new~~ house for a new set of clubs. He got some Bill Casper "Prestige" clubs and has the house half done.

This brings me to the subject we talked of extensively when you were here. The power that accrues from financial security. When you look at your life and set new goals five years from now picture yourself:

1. Talking with your boss about your future. Can you be objective and cool or will you be dependent, insecure---quietly confident with poise and faith---or faltering, weak and uncertain?
2. Considering getting into a business on your own or with associates--plus an exciting opportunities if you have a ~~new~~ nest egg--self defeating giving to wishing, self doubts, etc., if you don't have the cash.
3. A decision to seek a new job. Time and money to take time to make a careful and meaningful search or forced by expediences to make a quick decision because expenses mount and you don't have reserve.

There can be a great deal of maturity and confidence grow out of the inherent strength to guide your life to meaningful goals with the wise and positive application of restraint. On the other hand commonplace mediocrity can be your lot if you do the average thing and respond to every impulse.

Your strengths that I see are two: You are very sensitive to human feelings and personal interaction. If you can be objective and positive about this and not let personalization of feelings distract your attitude and judgement this quality can be a great strength. You still have to use restraint and wisdom and not try to play God. Most people think they read feelings too, but I believe you are more adept.

Your other strength is your desire to do your own thing, to be in a position of power to create your own environment. You can learn to do this within the organization if you move up fast enough and ~~x~~ learn to share leadership. (See John Gardner in The Recovery of Confidence.) On the other hand you may want to get into a smaller deal and have more say. The financial resources are important in both of these areas, both in terms of the ability to save which is in itself a strength as well as the cash.

Since I am giving advise I might go go. We believe in your fully. We believe you can be big time. Therefore we suggest that you develop the capacity to read widely and keep the areas of your awareness deep and broad. Be broad guage and not narrow.

Do not get strangled by the orthodoxes of religion and do not put your faith in people alone. But I feel certain that in this era of rapid change which is bound to throw up some superficial values, an open yet deep and abiding commitment to the faith will provide you with the directions you want, will preserve in you the qualities of integrity and commitment to human worth and dignity that will make you different and wanted by the great and good of the world.

I guess I have been carried away, but please believe it is because of such great faith, confidence, hope and

Love,

Dad

March 9, 1971

Dear Steve:

Just a word from the world's expert on anxiety. I've come from the bottom. Anxiety can be turned to growth and enthusiasm. How? First by doing something positive about the source of the anxiety in the cool manner of deliberate action. Such an attitude then becomes exciting and the adrenalin is directed where nature intended it to go, and whatever is done in this case will be done with more insight and skill. Often creative imagination is important in deciding what to do and how to do it. Such a cause certainly engages the spirit and can be fun. Naturally a relevant course is desirable, but rather than let the anxiety direct us to despair almost any positive cause is desirable. A game, a conversation with some one, a kind act, going to see and talking with some one that you didn't have nerve enough to see before. ⁽¹⁾ Read the 7th Chapter of St. Mathew several times before going to bed (also the 6th, 26th and 34th) and then rest in peace with faith in your heart.

Remember only the strong people who change and lead the world have anxiety. Greater goals have achieved during periods of tension. It is a growing force. If you achieve what you were born to achieve you will have tensions. You just as well learn to cast your burdens on the Lord and have trust and faith. He will never let you down. You'll find something you like and be productive.

In the meantime, do the smart thing. Use your imagination and do what you do with confident poise. Have fun. Remember, tension directed into positive channels builds wisdom and strength.

Love,

Dad

*(1) Excellence in your studies
is a natural outlet.*

February 15, 1971

Dear Stephen, Margaret and Phoebe:

It was great to be with you for the two days. Certainly wonderful to see Phoebe's progress and hold her for awhile. Also to see some of your friends and see the esteem in which they hold you. I wish that I had had more time to hear about your project with the retail institutions. Maybe you can report on it by telephone sometime.

We share your enthusiasm for job seeking. We are all prone to be anxious, I'm sure, and certainly important decisions are having to be made now. But they will be a part of your diet all of your life. Especially if you rise to the level you have the capacity to reach. So we come back to the statement I have made so many times before. You have to take these instances as part of a game---enjoy them as such and your interviewers will catch the spirit. Healthy anxiety is a force to create greater awareness and sharpen the response to reality. Your attitude determines whether you convert the ~~anxiety~~ to positive and creative enthusiasm and commitment or whether it becomes toxic meditation. As I ~~have~~ indicated the other day this is a question of faith. You have the philosophy, equipment, mentality to acquire this kind of attitude. It is a winning attitude. People go with a winner.

and You have what it takes to give something of great value to a company. In a humble but confident way, you can communicate this to them. You have an impressive ~~countenance~~ *countenance* physique and you think well and independently. I'm sure you are in for some very positive experiences. We'll be in touch with you again before you go to New York, but for the record Bill Farnsworth's secretary's name is Mrs. Diana Mondello. ~~countenance~~

Love,

Dad

Standard Oil of New Jersey Esso Bldg.
Lee Tobler
Phillips Petroleum Robert Sears

November 23, 1970

Dear Stephen, Margaret and Phoebe Ann:

We are so delighted over the turn of events that we can hardly stand it. Your Mother, as I indicated she would be, was overjoyed. I can't help but feel that all of your motivation for achievement in school was not what it could have been, what with that cloud hanging over you all the while.. Motivation, I believe, is responsible for 90% of the achievement one gains. It can't be entirely and quickly turned on and off although it can be influenced by setting of explicit goals and focusing on them. ~~NAME~~ Now, however, that you are free to relate yourself to the real world rather than the war world, I would expect the motivation juices to flow to a degree that they never have before. The nearest thing you can have to being on the job itself is being in the school you're in.

I have received correspondence from two Harvard Business School boys this last week applying for work. Both of them were in the upper third of their class at one point. Neither of them had the basic common sense that you have nor the creative imagination. Grades are not the ultimate test, they are not perfect measures, but it is challenging to work for them. They do help. Without their becoming a God they become the score of a very exciting and fun game.

This letter was started several days ago. We enjoyed talking with you Saturday night. We are glad you are getting out with people and learning to interact. A little advice: Don't be guilty of feeling too hostile about your draft board. You may get to personalizing things the way they do. We are delighted that you have this Stake job. It will be good training for leadership and will enable you to make many fine contacts.

We can hardly wait to see you at Christmas.

Love,

Dad

July 3, 1970

Dear Stephen and Margaret:

Your mother arrived home Tuesday evening, nearly an hour late because of delays in Chicago, but laden very heavily with thoughtful tidbits from you folks. Needless to say, I appreciated very much the gifts themselves. Margaret the candy was delicious only I didn't get my half. Mother also likes candy and was closer to it longer during the day than I was. Also, it was most ingenious of you to shop around for unique food tidbits. You seem to know my weakness.

Stephen, I sincerely love you for your frequent thoughtfulness. I will not soon forget the gift you brought from Asswan, the Holy Land and Russia. It is certainly a noble characteristic which increases greatly the affection that I have for you and your thoughtfulness.

Congratulations on your grades! I knew you would make it all right. Now that you have your feet on the ground I am sure during the second year you can have some very exciting times with the classes and do even better. I don't know what we could do to assist you in your draft arrangement. I suppose the only thing possible now is to hope and pray and make the best of the situation. Certainly, wherever you are I would by all means plan a program of self improvement and follow it through. You have more will power to do this when you want to than anyone I know. The trouble is getting you to want to do it sometimes. Since you have taken the Evelyn Wood course, you should keep up on it and get a reading program that enables you to be ahead of the times when it comes to being well read. There are other ways, of course, you can work self improvement programs into your day, but I would say this aspect of it should be a must no matter which way you go.

I had a wonderful time at Aspen. It was a grueling period where a course in Evelyn Wood would have helped me greatly. I spent a great portion of my time reading Plato, Aristotle, Machiavelli, Rosseau, Mill and more up-to-date writers as the week wore on. The reading assignment was tremendous and in order to get the most out of the Seminar, one had to be up on the reading. We spent three hours a day around a small table - thirteen of us including a moderator - talking about these issues and seeking basic concepts on which our present philosophy might be built and interpreted.

Charles VanDoren, of the "\$64,000 Question" fame, was the moderator. He did an excellent job and all of us gained a very high respect for him.

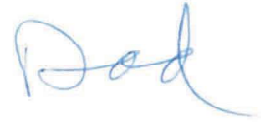
Participating in the Seminar was undersecretary of Health, Education and Welfare, James Farmer. He is known as the outstanding negro leader since the death of Martin Luther King. He was a fine fellow, his feet were on the ground, certainly not an extremist in any sense of the word. Also, there was IBM's European manager, the President of North Carolina State University, a New York Times office chief from Los Angeles, an architect from Washington, D.C., a catholic priest and two or three other business men, all of them top executives. It increased my faith in the fact that if we take an open and positive approach to the Mormon philosophy, it includes the ways and means and attitudes that will bring us the farthest toward the goals of society with the least amount of suffering and the greatest amount of progress. It was an outstanding experience.

Your mother is homesick, she hated to leave you and also it appears she fell in love with Boston. She is becoming engaged now with the flowers, fighting the wind and the weather, and I am sure she will be adjusted properly.

It is the fourth of July tomorrow, Saturday, and we will probably start the celebration by going to a show this evening in Salt Lake City.

Margaret we hear that you got your back up again against the company and got another \$10 raise. You seem to have the knack in such things, but again let me tell you how much we enjoyed the candy and how much we love you both.

Love,

A handwritten signature in blue ink that reads "Dad". The letters are cursive and fluid, with a long horizontal stroke at the end.

April 11, 1970

Dear Stephen and Margaret:

I frequently meet your friends from Cougar Club or Blue Key and they inquire as to your welfare. Your Mother and I went to the M. B. A. Dinner Dance last night and Dennis Hawkins wanted to ~~xxxxxx~~ know how you were.

Apparently Farmers Insurance Company won't carry your insurance policy in Massachusetts as indicated by the enclosure. It came on Friday afternoon so I haven't had a chance to talk to the agent about any adjustment yet. We will talk about it on the phone tomorrow night.

I received an article by John Gardner from one of my Dean friends the other day. The article is entitled "The Anti Leadership Vaccine." It makes the point that modern education rather than training leaders is by specialization and proliferation preventing leaders from developing. One needs a total experience with challenges, motivations, rewards and penalties that transcend the grading systems of modern academia to develop leaders.

One of the most interesting paragraphs of the article makes the point that every significant contribution that has been made by a successful leader has been beyond what the facts would say were possible. Such accomplishments have come as a result of confidence in faith. Certainly the kind of experience you are having is full of promise. I hope you are cultivating the art of seeing your task both in terms of the forest and the trees and stressing the importance of attitude in getting the cooperation of your fellowmen.

I can't help commenting on how encouraged we were with the attitude of the Brethren, in conference this year, toward the Birch position and the fear and hate psychology that has been rampant during the last years. President Smith presides at all and conducts some ~~of~~ meetings. He has his difficulties. But there is a spirit of love and sharing that prevails that is warm and kind.

Certainly the experience you are having contains all the elements to make a "whole man" that can be well supported by your spiritual foundations.

Love to both of you,



March 20, 1970

Dear Stephen and Margaret:

I just returned from St. Louis at a meeting of the Accreditation meeting of the A. A. C. S. B. Two of the members there had read the book "Up the Organization" which incidently is reviewed by "Time" this week. They both took considerable pleasure in repeating the lampoon on Harvard Business School which Townsend presents in about the middle of the Book. Time says it will be a best seller. It is very attractively written. But coming back to the Harvard Business School. I suggest you read it and come up with an answer. Maybe Townsend sees the danger of atrophy in being number one. He was the man who built "number two" by "trying harder". Will the Harvard Business School boys with all of their advantages "try harder?"

It is on trips like this that I get a glimpse of how much more exciting life could be now if I'd have "tried harder" to capture the power of humility and faith.

The former is what Townsend says the Harvard Business School doesn't give one. It certainly doesn't mean that you can't get it some other way.

By the way, I was talking to one of the Elder's Quorum Presidents the other day and he indicated that he was going into the Marine Officer's Training Program. The Marines are pulling out of Viet Nam. There is little chance of being sent there and they are building up their compliment of officers----why don't you investigate?

Love,

Dad