

February 25, 1970

Dear Stephen and Margaret:

Margaret we are looking forward to your letter about your boss and his scrap with the big man. Sorry it wasn't a case of musical chairs---with you moving up. Wouldn't the story make a good case for one of Stephen's classes?

Stephen you have yet to catch the real meaning of faith. You can't get the positive gut feeling fun out of life until ~~x~~ you have the inner assurance that the growth process is underway. Everyone has a certain amount---you have to have to live. The kind of faith I refer to is an assurance that says "I'm certain that I'm moving forward steadily to a richer and fuller life and if anything negative happens today it will serve only to enrich my life so that the future victories tomorrow will be more exciting. Seek it! There's no reason why you can't enjoy it.

We had a General Hickman, who is <sup>new</sup> on the entire staff, personnel and education for the army, here yesterday on our Executive Lectures. We had lunch with him and Colonel Lyon. I tried to make sense out of what you said about 90% of the OCS men ~~going~~ for careers. They said it wasn't true. Col. Lyon is going to get me some dope and the name of a Harvard Prof to talk to and also the General has a name I'll send you. I'll get it to you as soon as I can.

Again, let me counsel you to soak up the wonderful environment and enjoy it. Go see Michael Dean, but forget about Partridge.

Love,

Dad

February 18, 1970

Dear Stephen and Margaret:

We enjoyed the chat the other evening. Especially was it interesting to learn that to be accepted you had your beers. Still edgy about your parents checking up on you - ha!

I believe you are getting the idea about the basic and infinite power of faith. Those who know you well know that you have the mind and spirit to achieve great things, that you will be unhappy if you fail.

Anxiety, gritting your teeth and expressing determination, and to a very limited extent excessive hard work is not the total answer. Certainly fear of failure is toxic. Meeting each problem with a quiet and relaxed assurance that you can contribute something relevant, that you will enjoy doing so, ~~and~~ that your peers will be interested in your contribution, ~~and that~~ you will be ~~rich~~ <sup>wise</sup> from having had the experience. This is the path of growth to joyful competence.

We know you have what it takes----do you?

Love,

*W. W. W.*  
*Dvd*

February 9, 1970

Dear Stephen and Margaret:

It was nice to chat with you last evening and learn that you are still making steady progress both in church and school, and getting some exercise. From one point of view, it is heartening to hear that Stephen is eating again and back at his original weight, and <sup>from</sup> another point of view, we wonder why he doesn't discipline himself here so that he can be in top condition.

I have been out selling our Management Development Program and on a trip Friday, George Stromberg, manager of Merrill Lynch, Fenner and Smith office in Salt Lake, gave me the article "Pygmalion in Management," from the Harvard Business Review article by Sterling Livingston. I think the date is July-August, 1969. It is worthwhile reading if you haven't already been assigned to do so in your class in organizational behavior. I intend during the next two or three days to read six or seven of these articles in the interest of getting a sales pitch for our management conference. We intend this year to invite some of the young Mormon millionaires and outstanding people in the nation in order to provide a very exciting mix for our people. We just learned last week that the Board of Trustees had okayed a Department of Organizational Behavior in the College. This fulfills a life-long ambition some of us has had and is bound to flavor the College with a progressive philosophy.

I must get busy on some letters that have to go out on this particular assignment, so will say good bye for now.

Sincerely,

Dad

February 2, 1970

Dear Steve and Margaret:

We also feel quite relieved that we were able to get the insurance in with our policy. This was the way it was written and you are away at school temporarily and are listed with Margaret as the driver of the car. The liability is 10-25 and 50,000 with property damage and comprehensive covering fire and theft. The premium is about \$100.00 per year or \$50.00 for six months. We'll let you know the details. The premiums will be due after March 1st.

Again, let me say how jealous I am of your opportunities to learn and grow and observe the exciting things that are going on around you. In your time much more than mine the following statement, I believe from Alfred L. Whitehead, appeared in one of the Harvard publications, applies:

We are just beginning to understand that free men must set their own difficult goals and be their own hard taskmasters. Since the beginning of time, most humans have had to work hard either because physical survival demanded it or because their taskmasters required it. Now, thanks to our prosperity, we don't have to put out great effort for physical survival; and a free people has no taskmasters.

But this point remains very clear. Today much more than before <sup>we</sup> ~~one~~ must set our own goals and make them explicit. The flow of our energies and the <sup>44</sup>CONSCIOUS preparations made by of our tremendous <sup>SUBCONSCIOUS</sup> resources are all influenced by the directions which our expectations and plans take. When we have no such guides their flows are dormant and frustrated. This is to say nothing of the advantages we gain in being prepared on time and the external coordination made possible.

<sup>cleaner</sup> "Since the beginning of time"---man has been the <sup>VICTIM</sup> of a long list of expedients. But now we can make our own world, and to get the fun out of it we must set our goals. Is the concept and tremendous importance of faith <sup>becoming</sup> to you? Maybe that's what the B . Y . U. basketball team had last night for a change.

We love you both,

Dad.



January 28, 1970

Dear Stephen and Margaret:

I've got another angle on this Insurance Policy deal. Maybe I can buy a package from Farmer's with our cars----date ours March 1st and yours Feb. 1st. I'll see to-morrow.

By the way, I had a chat with Michael Dean today (on the phone) who is a doctoral candidate working with Tony ~~ATHE~~ in Organizational Behavior. I asked him if he would chat with you and he seemed more than pleased. I promised to have you call him---his number is 653-5791. He lives at 44 Mill Street, Sherborn, Mass. You might call and apologize for your Dad being so ~~darn~~ darn paternal and solicitous for your welfare, and then go on from there. Remember (1) the insights gained from one a little farther along can be very helpful in making your own efforts more meaningful----they are *leverage* of a sort. (2) You never know how *much* a contact like this can be a link to something you desire. (3) You undertake these contacts not for politics or gain but in the spirit of pure fellowship with the prospect of helping them sometime. I counselled Mike when he was at B. Y. U. He may or may not feel an obligation--also in a year or two he may want me to offer him a *position*.

We had another doctoral candidate from H.B.S. on the campus today interviewing for a job---a Scott Partridge. He will be around Boston during the next semester. 6 In the same context as above I told him you would call him. His number is 862-0692, not too far from Waltham. Please forgive me for being so *free* with my commitments for you.

Love,

*Dad*

January 20, 1970

Dear Stephen and Margaret:

I just returned from an Elder's Leadership Training program which I am supervising for the BYU Fourth Stake. We had Brother Kay Smith, the Chairman of the Psychology Department, talk to us on motivation and means of achieving a growing change in behavior. He cited two cases where students and workers were criticized and had their mistakes pointed out to them or commended in various degrees on a positive-negative spectrum. In all instances the growth response was in proportion to the positive commendation. The cases where men and students had their faults pointed <sup>out</sup> to them lost their desire to improve and stopped their growth. There were many variations of this situation and some of Likert's work was discussed. I suppose you, Steve, are observing many such situations where interaction relating to goals and levels of performance are involved. One of the statements made by Smith was you can't get a genuine response to a joint goal unless you have genuine love for the man you are supposed to lead, and possess skill in the expression of love so that you make it effective. He also said that you can love ANYone you wish to love. Well, these seem to be kind of soft things to talk about in the context of many of the tough problems faced by the world today. But maybe they could beat the heart of the problems?

We are enclosing a check for \$500.00. This is according to the agreement that we had before you left. You can forget the money we sent you last fall. In this case, also we are glad to be of assistance. If you want to keep a record of this at the same interest rate as you pay the school, and if I pass along and leave your Mother, or if I reach seventy with the mortgage not lifted, you may be in a position to return this at an opportune time. But it will be as a gesture of ~~love~~ <sup>love</sup> and love rather than a legal contract. The book royalties came in and, at the moment, there were encouraging on the revised edition.

Again, after our meeting today- putting money gains aside- (although/I <sup>certainly</sup> ~~advise~~ you not to do this) it is difficult for me to see where you could be that would give you a broader, deeper, and more objective picture of what the world is really like than where you are. I hope you are getting the most inner-satisfaction out of it for your own sakes---Certainly not because I or anyone else wants you to. We love you both very much.

Dad



January 12, 1970

Dear Stephen and Margaret:

We slipped up on calling last night since Dad was at a late church and it was eight o'clock before he got home. We had some company ~~drop~~ when he got home and we simply forgot. We will try and call tonite.

There isn't much for me to write about. We are having one of our January thaws and if it keeps up there won't be any snow on the ground. The temperatures are in the low forties and it feels good after the ten days of bitter cold weather. I expect another storm is on the way.

that

I think I forgot to tell you/~~but~~I was very pleased with a visit from Jacque Wilson. She and Dorothy Bowen dropped by on New Years Day and we had a very good visit. Also, Saturday afternoon Bryce Redd dropped by to get your address. I enjoyed visiting with him. I thought he looked very well and he ~~looked~~ acted gay and happy like.

Relief Society got going again last week and we started the New Year off with a bang. I do hope our meeting tomorrow is as successful. Our Homemaking Leader quit so Ann Wiest and I have prepared the activities for tomorrow.

I finally got my red coat knitted and put together. I still have some finishing work to do ~~it~~ on it. I think I'll like it. Edna Done found me a mink collar off of a coat she bought at the Salvation Army for \$4.50. It really is nice looking and much cheaper than if I had had to buy one. Also got a dress made last week----I found the material while I was in Arizona.

We had a note from Dee today-----He had been to a missionary meeting in Rosario and enjoyed it very much. It is hot down there and I guess the missionaries wish they could go swimming. He said the meeting ended with the traditional water fight and that cooled them off some. Things seem to be going well with him.

Well this chit chat is boring me so guess I'd better sign off. Maybe there will be more to say next time. Hope this finds you both well and happy.

We send our love,

Mother



January 11, 1970

Dear Stephen and Margaret:

We so enjoyed your letter. It is thoughtful of you to take the time to tell us about your goings on and your feelings. You are having some genuine experiences. Really for the first time, your life now is not, in a sense, an extension of your parents. You are now a bona fide person separate and apart. You are flying your solo on your own. ~~What an~~ exciting experience. Isn't this full participating program, entirely under your own control, in itself a motivating thought? This with a philosophy that has inherent promise of an infinite energy, an infinite degree of wisdom and intelligence, and a value system that, in a very real sense, is the envy of the world.

You come by your streak of laziness honestly I trust. Infact you probably are an improvement on the old stock. Certainly we too are happy that you passed your exams. Your motivation should arise out of three areas. 1. The specific short term and long term goals which you have written out explicitly. 2. The fact that you are in an environment where you can grow to a maximum, at your stage, more than any other place in the world. Administrative training is training of the whole man to live positively in a world of reality.

Third, you have in the past responded with commitment to the competitive game spirit on a level that you see the fun that there is in such a quest. Mediocrity you know to be miserable and dull. Excellence and victory fills the chest, quickens the senses, sharpens the eye and is a positive and exciting experience. True, excellence and victory require work and discipline (so does any game) but even these experiences are positive and rewarding in ~~quest~~ <sup>the</sup> excellence. The one quality which I see now as essential to such excellence is a proper attitude, and that attitude is one of faith. In your own thinking can you make faith a part of your feeling, awareness, and commitment as a force, a power, a dynamic quality that brings peace rather than anxiety and tension (yet fills your bosom with a positive confidence) so that your mind is clear and able to deal with magnitudes and ideas that are challenging. <sup>And</sup> your spirit positive and assured that ~~th~~rough success or failure you are inwardly and eternally moving forward no matter what the outcome of the present effort might be? No one bats 1000% you know.

You are becoming more familiar with business concepts now, seeing it as a means of national progress and survival as well as a way of life. Maybe the process will begin to take on an integrated pattern where the relationship will become more meaningful and consequently more exciting.

Thank you again for keeping us informed. We love you both very much.

Dad

P. S. I am enclosing a clipping illustrating the power of faith. One of my faculty members clipped it and sent it to me.



December 31, 1969

Dear Stephen and Margaret:

It was wonderful to talk with you the other night. Mother must have especially enjoyed it the way she hung on ---- ha! We were so proud of you for thinking of Grandma and Papa for Christmas. You really don't know how old people appreciate being remembered. They spoke of it many times. Dee also was very thoughtful in mentioning an instance where Papa purchased some spud-nuts. This also pleased them. You should be proud of your Mother Stephen. When Papa remarked that Mike Vance had spoken for the Edsel when he passed along, she immediately reminded him that you had spoken for it years ago. Apparently he recalled, because he immediately agreed that that would be the way it would be.

But in a philosophical vein, we met two very interesting people while we were there either one of which would provide many instances during a month that would be the subject for a case in your Organizational Behavior class. One is living behind a facade of insecurity and desperately binds his family to him to the exclusion of the outside world much to their own handicap (although they are not aware of it) until they get too old for it to matter. The other has got a politics bug of conservatism to the extent that if Christ doesn't come soon and vindicate his position (of which he is so positive and so sure) he may have difficulty keeping his balance. The latter is a Bishop and his ward members are in three groups. Those that support him with a passion, those that are completely confused, and those that are against him. The latter two groups have written in to the General Authorities and asked for relief, and it appears that they may get it soon.

All this points up the fact that mere facts supplied to individuals who have either of the above kinds of problems are of very little or of no value. The question that I raise is that can the kind of pedagogy you are getting there or some kind of sensitivity training bring about these changes? If they can, how can we get such people to want to change?

I may be quite wrong but I believe the cumulative effect of all of these conditions is one of the basic problems of our society. Progress in the solution of these problems would be a great step forward in solving some of the other problems confronting our society.

We used to think education would solve this problem. But education must develop a means of dealing with selective perception and conveying qualities of objectivity. I am going to work out a model on this topic----maybe I'll send you one.

Naturally, I suspect you are perceptive enough to see that this letter has some hidden "news reporting" overtones. But these problems do relate to Organizational Behavior.

Love to both of you,

Dad

In my letter, I forgot to thank you again for the lovely cologne and Dad's scarf. With all this snow and cold, I'll bet Dad will really enjoy the scarf along with his Russian cap.



December 23, 1969

Dear Steve and Margaret:

We just opened our Christmas preparatory to going to Arizona for Christmas. Since we want to bring some citrus back we do not wish to ~~travel~~ haul our Christmas down and back. Thank you so kindly for the scarf. The weatherman has been unusually good to us so far and I haven't needed such protection. But rest assured that I will, and I am very grateful. Thank you.

I hope your cold is better Steve. I am glad you are getting some exercise. You will recall this as a way of making friends and keeping your social attitude positive.

As I reflect on Christmas and the teachings of Jesus there is one part of the Sermon on the Mount that has a meaning which is most significant. Indeed, if it is only partly true, and we accept it as such, it can be one of the most influential factors for success and happiness in our lives. I refer to Mathew 7-9. See also Luke 11, 9, 13, Mark 11, 24, John 14-13 and 15-7. (Read them.)

Until the restoration of the gospel this positive side of the teachings of Christ found little rational foundation for positive treatment. But with the dictum that "man is that he might have joy" came an ethic with a philosophical foundation that was positive rather than negative.

Everyone of the four gospels make this concept plain. I see the conditions upon which it is based not so much on being good as being positive and aggressively creative, and most of all knowing what we want---making our wants articulately clear, and holding them in focus seventy times seven if needs be. My own experience and many with whom I have talked agree that attitudes, feelings and ~~creative~~ skills can be acquired and changed for the better in a short time by this formula if applied ~~SINCERELY~~. Certainly, in the long run, material changes can come ~~since~~ since they depend so much on the ~~application~~ application intangible qualities mentioned above. Such an attitude if ~~materialized~~ makes the gospel a principle of power by which the abundant life is within our grasp.

Well enough---I ~~don't~~ don't wish to sound preachy, and I must get to bed---got a big day tomorrow.

Love,

INTERNALIZED



December 15, 1969

Dear Stephen and Margaret:

I returned late Friday night from the St. Louis committee meeting on accrediting schools of Business. During the last meeting of the day a very interesting topic arose: It seems that the association in order to get away from dogma, isolated facts and rules, which characterized the education of the past, has adopted new standards which they appropriately describe as "qualitative". Under these new standards they describe a new "Body of Knowledge" which is made of areas such as quantitative, behavioral, environmental, etc. The controversy arose on a means of evaluating these "intangible concepts" to the extent that you could tell whether a school should be accredited or no. After the controversy had gone on so far I gave my two bits worth on the fact that we were moving into a new era---an era where we had to deal objectively with and speak articulately about values, attitudes and awarenesses. I noted many nods about me and the tone of the meeting changed. We decided that we had better hold another meeting and develop a more mature skill in dealing with these concepts ourselves. One chap who joined in and agreed was the Dean of the College of Business at Baylor ~~xxxxxx~~ ( I got my fingers on the wrong keys) who stated the best way for us to develop this mature attitude ourselves was with cases. After we have been out evaluating we can then, with the use of cases, develop a more mature awareness of these qualitative concepts.

I cite this merely to illustrate the reality of our discussion on this subject before---at that time, if you recall, I cited Gardner's book on excellence as one which dealt with patterns and conflicting situations. Such writing and speaking has been the domain of the authors and poets in the past, and then only in the dimension of their specialty.

All of this reminds me of a very common piece of scripture, yet to me it has certain poetic qualities and is also profound. Recall when Nicodemus responded "how can a man be born when he is old? Included in Christ's answer was ...the wind bloweth where it listeth, and thou hearest the sound thereof but canst not tell whence it cometh and whether it goeth. So is everyone that is born of the spirit." Also in the next chapter of John 4, Verse 24. (Look it up)

Presumably everyone that is born of the spirit and senses the meaning of this latter scripture which has sometime been troublesome to missionaries, should be more aware of spiritual values. Since much of the church discussion and doctrine focuses on spiritual areas the reasoning, the maturing and the <sup>PRACTICE</sup> ~~work~~ that comes from interacting in such areas should enable us to reach a more mature and seasoned position in a shorter time than those who have not had practice in meditating or reasoning in such intangible areas.

This is why we should be among the leaders in this field of organizational behavior. I can see some danger in our wanting to make too many assumptions that are not supported with a step by step detailed logic that men trained in science use to communicate their findings to others. It is possible that different people have different patterns even in their scientific communications. Incidentally, Gene Dalton stated that your Organizational Science teacher "Lehr" was prestigious and had made some major contributions to the field. He indicated that he would have a better chance of being made full professor than he would.

Again let me thank you both for your kindness to me while in Boston. It was a very worthwhile and rewarding experience. Keep your goals, tangible and intangible, articulate, and in mind, and find a time to interact with people, important and otherwise in a context that is relevant and ~~contribute~~ <sup>use</sup> your sense of both wisdom and cheer.

Love you both,



December 8, 1969

Dear Steve and Margaret:

We just returned from a trip out to see Uncle August Johnson and Aunt Bea.

We were quite surprised to find that Aunt Bea had had a stroke two weeks ago and was only now learning to move her limbs and make herself understood. The tragedy of this situation was that Uncle August has been helpless for several years with arthritis and now added to this is that he has Parkinson's disease.

This brings to focus the question of one's health. There are various theories on how to maintain one's health. The one theory is that it is entirely in the mind. Maynard Hutchins, when he was the very young president of the University of Chicago, said that whenever he felt the need for exercise he went to sleep and slept it off. Certainly some people may be built this way. However, I am inclined to go along with the MODERN mad created by the Airforce M. D. who made the study that has popularized jogging. I've never felt so fit for a long time as I have since I started swimming. Things have changed greatly for the better in the College of Business. Old FEWDS have died out and we may be on the brink of a breakthrough to genuine greatness or an unusual achievement.

I could list several factors that might have brought this new and hopeful change about, but I am sure there are two that have had some positive influence. First, I have had more energy as a result of better health and put more of the positive element into administration; the second factor is that we have started to talk about planning and have set some goals for 1975. Good fortune of a combination of the above two elements have been unusually favorable and our entire staff is rationally and enthusiastically "bullish" on the future. It could be that the next few years will be the most exciting and rearding of my life.

Now if I'd of had the vision to start these programs when I was your age where might I have been now? Just a passing thought, but I hope you are writing down with periodic revisions your five or six main goals. As Alfred Sloan, the great management expert says, "It's surprising when a goal is thoroughly defined how things automatically fall into place to make it come about."

I hope you don't feel too urgent about speaking up in class after my letter last week. But I have some other comparisons that do not have 100% comparability but they do have some relevance. For one speak up in class and put one's self on the line has some comparability to getting up to the bat in a ball game or taking a shot when you are playing basketball. The whole game certainly doesn't depend on these occasions but they help and are, in one sense, the most exciting part. But take your time and play it as a game. Motivation is a great and significant put of it.

Again, I was so glad for the opportunity of visiting with you last week. Keep your church contact active. You get to know some important people, and it also provides objective perspective which enriches the quality of involvement at your school work.

We just talked to you on the phone. Seemed good to hear your voices again.

Love, Dad



November 4, 1969

Dear Steve and Margaret:

We just had our family home evening, and probably the basic concept that came out of it was that by being completely honest with oneself was a good way to remain healthy both physically and mentally. A concept that is gaining strength is that of reality therapy. By this theory the way to remain healthy is to always see events in our environment that affect us in their true light no matter how much they might embarrass us. If we attempt to save face or create a facade at the moment, the lie or self-deceit becomes an inner weakness and if constantly practiced becomes a festering sore and the basis of neurosis. To <sup>cure</sup> such a condition means that we must look at these situations in their true light. The healing process is called "reality therapy" and consists of going back over these events and seeing them as they really are, or were.

I see a direct parallel between this process and repentance. Confess your weaknesses in ~~the~~ context and underneath them you will find a healthy person. This thought brings up another basic concept. In order to have the resolution to face this situation with some assurance that the result will be positive one must have faith. Indeed a measure of faith is required to be completely honest in the process of ~~avoiding~~ indulgence in deceiving oneself and one's associates.

I had a close associate at Harvard Business School that would get started talking to build his prestige. His stories would keep getting taller and taller. He would look at me and knew that I knew he was lying. Afterward when we were alone he would apologize and say that when he got started he just couldn't stop. His influence, prestige and certainly his own peace of mind suffered greatly from this weakness and so did that of his children. I know some of them.

All of this goes to show that if we can see the gospel in terms of the whole, including its subjective implications it is the most sound yet the most simple pattern for successful and happy living yet discovered. Faith, repentance, baptism (and new beginnings and commitments) like the Word of Wisdom are being supported by the findings of Behavioral Science. We had a gathering the other evening in our home and Mark Allen was present. I was aghast at how he took the various aspects of the gospel and matched them up successfully with Behavioral Science concepts.

The interpersonal relationship at Harvard Business School afford you an opportunity to observe these things happen. The means devised by the administration to establish a pecking order are diverse. The honest or otherwise response of the people to the cues around them are interesting to observe. Are we sure ourselves that we have the <sup>ability</sup> ~~coverage~~ to lose face for the moment as a commitment to integrity so that "God could reward (us) openly" in our future and eternal adjustment to reality. Our skill here is a measure of integrity and certainly will influence our future success. Brother Gordon Hinckley pointed out today that ~~the~~ Judas with his thirty pieces of silver was a failure, while Christ on the cross was a triumphant success.

We were pleased to read Margaret's letters and catch a note of tension release and fun that was included therein. It was also nice to chat with you. I am going to Boulder for a two or three day meeting. Will talk to you Sunday.

Love to both of you,

W. J. Dad



October 26, 1969

Dear Steve and Margaret:

I don't have much to say tonite since I am representing the Stake President at the Asian Branch Conference and have been taking charge of meetings and making speeches all day. The theme of the conference is "Sunday to Monday -- What Carries Over?"

I suppose I am just a little bit of a crank on this concept since I consider the gospel as comprehensive and designed to <sup>bring</sup> leaving men and mankind greater joy. If one takes a conceptual view of the situation and God wants man to live a full and beautiful life then it is hard to conceive of a man engaged in a legitimate profession or vocation that is not contributing to the general welfare and happiness of his fellows--consequently a part of the gospel plan. The Parable of the ten talents states that the Master will reward increased capacity for creative achievement. David McClellan, the man across the river, ~~in charge of Harvard's Social~~ from the Business School, in charge of Harvard's Social Science Division, states that his research says that man is motivated much by a feeling of achievement than he is by money.

That doesn't mean that one should not become sharp and adept at understanding and dealing effectively with the money problem. But it does mean that you have a perfect right to pray that God will give you the strength to meet the standards of achievement that are designed by the school to measure and motivate the growth of creative effort and competence.

It is now five minutes until starting time---Must be on my way.

Love you both,

W. Dad



October 19, 1969

Dear Steve and Margaret:

We sincerely appreciate your newsy letters. You can forget all the disappointments in you (if there were any) as long as you will continue to write letters that reflect the humility and positive commitment and exhibit evidence of an open and growing mind that characterized your letter Steve. It certainly had an attitude that we liked. Maybe we did, in the past, notice a tendency on your part to get up speed and let the resulting inertia carry you through to your solutions and "let the chips fall where they may" kind of attitude. Sometimes to get your way, a little intimidation of one type or another became a substitute for honest persuasion. Your letter indicated a much more mature attitude. The set-up and composition was careful and planned rather than thrown together like some of your letters in the past.

If you can maintain this kind of attitude and grow as you have, we have no fear that you will have the capacity that will enable you to achieve the growth that Harvard expects.

From little bits that I have picked up and from what you have told me, I am of the opinion that Harvard is attempting to condition you to the quantitative by an extra intense program in this area to begin with. This quantitative competence is a problem for all M. B.A. schools. For a number of years we had our men who had not had considerable mathematics come in on September First and take three weeks to study mathematics. Harvard does not want to shut out the broad and liberally educated men and yet they must achieve a level of quantitative competence---and this is their way of doing it.

Regarding your anxiety about advanced accounting problems. Early in the year we had to explain the influence on the depreciation charge as it related to cash flow and the profit figure. They don't get into this until well into intermediate accounting in a regular accounting program. I recall voicing my anxieties to a knowledgeable member of the staff and was told that the program is designed to cover these basic aspects from so many angles that they fall into place in the course of time surprisingly well.

We are having the mid-west association of Dean's Conference here this Monday and Tuesday. I am going to be on the run I am on my way now to pick up the president of the association and others at the S. L. C. Airport, so I'll be seeing you.

Love,

Dad



October 12, 1969

Dear Steve and Margaret:

It was interesting to hear you talking like you are getting a little more settled down to the grind of the first year "daze" at Harvard Business School. Did you know that the most up-to-date psychologists define learning not as "the acquisition of facts" but as a "change in behavior." That most advanced studies in business administration focus on three goals? 1. Knowledge, 2. analytical skill, and 3. attitude. These three qualities are inter-dependent. Strength ~~is~~ in one tends to build strength in the other two.

The program at the H. B. S. was the first program to emphasize this fact. Certainly it was the first program that did not depend on getting you to read about the changes in a book, but rather place you in an environment where you had to learn to live the changes in order to permit your ego to survive. It makes you aware of what faith is because you "need" it so much to save you from fear.

I hope that while your <sup>or</sup> spirit is so malleable you make the most of some articulate goals for two reasons. First to make the discovery of how much growth you can acquire by making specific and articulate the qualities you want to acquire ~~to~~ the things you want and then holding these qualities in the focus of faith. The second reason of course is that you get the things you want in the course of time and in the majority of cases. Progress here depends on your faith and in seeking goals consistent with a mature value system. Long and short term goals would seem to be in order.

Well, I must run ~~far~~ tonite. We have about sixty mid-western Deans coming as our guests this next week and I'm having to bring some work home.

I hope you find it possible to pay my regards to Ruth Smith in her ~~hour~~ hour of grief.

Love to you both,

Dad



October 8, 1969

Dear Stephen and Margaret:

Just a hello before dinner. I have 98 competitors for the swimming pool on Monday and Wednesday nights so I'll have to get my swim in later.

Your Mother and I were talking on the way to Salt Lake about this question of comparing your own intelligence and competence with others. Many is the day that I sat in Section E (those boys who had some business in college) and tried to find out of the fifty in the section at least six with whom I might compare favorably. It was frightening. In this context almost anyone with some degree of competence can give some answer that will include some items. I hadn't known or wouldn't have thought of. Immediately you ascribe to their greater intelligence. It isn't necessarily so--more often not. Again I went to a Danforth Seminar at the B. School in 1957. Present were such men as Collier, the man that wrote the famous article, Clarence Walton, the present President of the Catholic University, with an otherwise luminous record, was also present. I was reticent to open my mouth in such company but was finally persuaded to do so. I don't recall the fellow's name, but he owns a chain of business consulting firms all over the United States and has several articles in the Harvard Business Review. We became friends and he took me as far as Westport, Connecticut in his car and had me stay at his house for dinner. He introduced me to his wife as one of the real "brains" of the seminar who and probably the most articulate of the group. He stated that he envied me greatly. This certainly was different than I felt especially during the early part of the conference.

I felt the same inadequacy at the case writing seminar in 1961. I didn't see how some of the boys could be so smart and see so many angles. Yet during the seventh week of an eight week seminar the men elected me as their leader in writing up the final recommendations to give to the Ford Foundation.

As a review these experiences, especially the first at Harvard M. B. A., the one ingredient that would have helped me was "faith". Certainly, in the course of facing a multiple of tensions and fears and emerging successfully, I developed a degree of poise and faith in some environments that ~~were~~ more valuable to me than any facts that I gleaned. was

I am happy to hear of your capacity to work. This will enable you to sharpen your skills and do things faster. I'm equally happy that you can pull away and have a good time and renew your perspective. We'll be talking to you Sunday.

Love,

Dad



October 5, 1969

Dear Steve and Margaret:

It was a genuine joy to talk with you and learn that you were still well and keeping your head up. We are not concerned about your being the best in the class. I'm sure that most of the boys, if not all, feel the same way. In the context of our conversation----if you meet the challenge of growth with more honesty and commitment, and if you can ~~make~~ work into a game attitude, think where you will be two years from now. In other words the question is not where you are as much as how far you're moving.

It was surely a load off our minds when we learned of the draft delay. It should be off yours too. It should be easier to concentrate on your goals. I will never forget that Friday afternoon when the big decision was made. You were inspired.

I told you that I had been reading Dwight Eisenhower's "At Ease." <sup>Here</sup> ~~Here~~ are a couple of quotes that are appropriate to your situation. He doesn't comment like this very much so he must feel that it is important.

But on this business of who you know, a ~~one-minute~~ one-minute lecture to any young person who may read these words:

Always try to associate yourself closely with and learn as much as you can from those who know more than you, who do better than you, who see more clearly than you. Don't be afraid to reach upward. Apart from the rewards of friendship, the association might pay off at some unforeseen time--that is only an accidental by-product. The important thing is that the learning will make you a better person.

And next:

As time went on, it was easy to identify those people who were studying too long and too hard at night and coming to the daytime sessions and the problem room without fresh minds and an optimistic outlook. I established a routine that limited my night study to two hours and a half; from seven to nine-thirty. Mamie was charged with the duty of seeing that I got to bed by that time. This went on five nights a week. There were no classes on Saturday and on Friday nights and Saturday nights we unwound completely at parties at the Officers Club or in friends' quarters. Sunday nights we began studying for the next day's lessons.

Let me say again I am glad you both have English majors so your reports will be respectable. Take the quotes for what they are worth. Again it was so nice to talk with you. We are very proud of you both.

With love,

Dad



September 23, 1969

Dear Steve:

I said I had another idea that may be quite relevant to your present needs. I recall when we were in the throes of tension and distortion resulting from anxieties and which were somewhat similar although not exactly the same as you and your associates are experiencing, a report from one of the knowledgeable school officials threw some light on our problems. He stated that they realized the tension caused but this was the only way to bring about the kind of training that would teach people to think under pressure with genuine objectivity. But this that follows is what is most relevant in your case. He indicated that in fighting their way out of the confusion caused by excessive work loads and attempting to solve problems where there were no clear cut conclusions the students acquired an interest in and a liking for business.

Living with me as long as you have, you should have the feeling that business is good. It is the basic foundation of American power and strength which it uses to defend the concept of freedom. New dimensions are being added to its scope which is giving it a very sensitive conscience. Furthermore, it is all embracing - almost like the gospel. The study of business brings into the single focus of an active decision all relevant truth that influences policy and decision. This truth, today, is broader than that found in any other single discipline. Also, the context in which it operates has many of the characteristics of the exciting game. Certainly it should not be incidental to you that it is one of the most rewarding areas in terms of monetary returns. So why don't you decide right now that you are going to like business. There is no place in the world where you can learn more about life in its entirety and also gain the capacity to create and to earn than where you are.

It is incidental that in the process you will mature greatly in handling your fears and emotions. If you do this well, and I am sure you will, the subject matter will not be an ultimate problem, although I hope it continues to be a challenge so that you will continue to grow in deeper understanding. Learn to relax and enjoy it. Work in as much verbalization and talking in the business context as you can.

Love,

Dad



1  
Saturday  
Sept 20.

Dear Stephen and Margaret

Calvin Lyons just called as a result of my attempting to reach him. He indicated that you wouldn't have to worry now about being called up until April and then they would leave you in until the end of the semester. This certainly is good news and should be a load off your mind. I suppose you have written the book <sup>earlier</sup>

Since you mentioned your difficulty finding the answer to the numbers - Remember you did well in statistics - you have the native skill to understand numbers. Indeed I have no fear that everything they offer in terms of gaining and understanding knowledge - you have - of this you can be assured.

Where you can grow and need have to grow is in accepting the fact that you can't get all the right answers all the time. Indeed you ~~will~~ certainly will have the experience at times of wondering whether you have enough to hang on. I would have to count many weeks and almost months if I were to put the days together when I went through the routine with a certain feeling that I was going to fail. This feeling is hard to live with. Especially for people with strong drives who are conscientious. We used to say the boys who were of the "don't give a damn type" and would relax with the help of a bottle of liquor. But this experience is a part of the educational process.



one grows as part of a challenge and growth is the goal of this educational program. If you feel the challenge more keenly than others the program may be working that much quicker. Don't let it discourage you. Choose a course of action where you keep your health, get some play exposure and find some place to talk yourself out.

I don't want to tell you not to work hard. But hard work is not as important to you as FORTH & PATIENCE. Even in the face of your anxiety, have some fun - relax a little bit and find some place to be a human being learning a good time.

During the first semester it has been the rule for ~~the~~ it is a common practice for the men to go around in a haze. You are a sensitive person. I have told you this. If you can see this sensitivity partially as I have said many times this can be a nuisance.

If you have these <sup>and I am sure you will</sup> periods you are no different ~~from~~ actually, the greatest and most valuable thing you can learn is how to handle the anxiety. If you do this I am not at all worried about your ability to master the material.

I've suggested that you talk to Gene Patton. He had a difficult time I understand, changing his educational patterns but he succeeded and is one of the most highly regarded men on the staff these days.



(3)

Don't worry so much about the statements  
and accounts & begin with you  
will grow & understand them with use.

Use your initiative and reasonability &  
be in with others and it will surprise  
you how well you are off.

I just read Margaret's letter and  
encourage you again to get to getting  
with some people and talk. Talking  
is a great means of therapy as well  
as a must for doing the kind of learning  
that you are going to get at the B. School.

We love you and believe in  
you. At this stage you need O. Bray  
for faith and patience.

Keep in touch

Dad.



Saturday Sept 13

Dear Stephen and Margaret

We just completed Supper with Joyce Kent & Cyane as our guests. Joyce Kent will be with us until Tuesday. Bernadette just called. She arrived via Germany & is staying at Day two. She will have dinner with us to-morrow. We appreciated your letter Margaret. Glad you are settled & especially happy that you are enjoying the reward. Activity and interaction in this area can make a real difference in ones attitude.

Well, Steve. I suppose by this time you have noticeably had a taste of Harvard Business School. I hope you don't try to limit or even identify the offering with what you (or we) were wont to call "the Harvard Philosophy". I hope, however, that you would find some of the ingredients present. Again, let me caution you to "Keep your coat". Don't let the word "Harvard" over and over fine and find excitement in the daily routine without too many projections into the areas of ~~the~~ fantasy & superstition of expectations. The contacts you make will be the best. Maximize such opportunities and enjoy them. Both at church and at school. They will mean much in the years to come.

I hope you can develop the skill to see where each of the parts that you study fit into the whole and build an integrated philosophy of meanings. I ~~will~~ will be happy to hear how your ~~organization~~ Administrative Behavior class compares with John Conely's. You should get



together with Richard Eysen and discuss this concept - I asked him to make the same comparison -

Deane and Brian are watching "So Kill a Mocking Bird" - I have a High Council meeting in the morning. We will look forward to talking to you to-morrow night - John Carey explained about you the other day.

Love  
Dad.

Sunday:

I just returned from a conference meeting in time to talk with you

one of the basic philosophies of the Harvard education is to get you to grow by responding to a challenge. You have what it takes and more - work sensibly but hard but "Keep your cool"







The Harvard letter ~~might~~ <sup>mention</sup> ~~mention~~ generally and not specifically. The problem of moving, getting a ~~rather~~ <sup>rather</sup> complicated adjustment underway, the commitment of an annual tuition payment, and an integrated program built as a foundation of a year's ~~continuity~~ <sup>continuity</sup> and that such training certainly resulted in ~~much~~ <sup>much</sup> ~~valuable~~ <sup>valuable</sup> training which would ~~render~~ <sup>render</sup> the person more ~~competent~~ <sup>competent</sup> and valuable to the ~~armed~~ <sup>armed</sup> services. You might give more thought to this topic. But if you can win a year in this line, certainly it is your most desirable alternative.

I'm thrilled that you are finding the "people" opportunities at the church so interesting. It can mean at least 30% of your growth opportunities while you are having this experience - maximizing your ~~exposure~~ <sup>exposure</sup> and ~~contribution~~ <sup>contribution</sup>.

The school experience can be exciting. See it in this light. Certainly there will be some difficulty in finding the right answers to some of the problems. They expect only a percentage - no one ~~has~~ <sup>has</sup> ~~gets~~ <sup>gets</sup> 100%. But ~~the~~ <sup>the</sup> quality that will mean the most is in keeping your "cool", ~~you~~ <sup>you</sup> your perspective clear, and making ~~an~~ <sup>an</sup> exciting game out of the experience.

Keep us ~~informed~~ <sup>informed</sup>. We are enjoying this with you.

Love,

Dad.

Loved talking to you both tonight - We had a pleasant Sunday. Sean ate at Terry's, so we ate at the Steak. ~~at the Steak~~ <sup>at the Steak</sup>. Great time this weekend.



Dear Steve.

Fall 1969

Ken's law we would have solved your problem when I was at the Business School -

assuming you have settled upon the two alternatives.

First alternative: A general letter giving address to Board Secretary and a letter from the General Authorities to the draft Board.  
Plus minus

① Will keep the confidence & good faith of the draft Board & may as a result cause <sup>my</sup> ~~your~~ name to be drawn later. Chances are about — 7%.

② Will not attract attention. <sup>my</sup> ~~your~~ file & leave it placed in top of these drawer

you add  
attics

③ ~~3~~

① Will have to run the risk of being drafted in October or the first call - chances of this with what I know from my conversation with the Secretary are about (— 70%)

② In the event that I do delay being called up early by other alternative. I may lose the good will of the Board & will be

(over)



less likely to find them  
as understanding later,  
when my delaying  
strategy has played out.

alternative 2.  
+

appeal and use a delaying  
~~appeal~~ strategy. —

1. chances are good  
that by the use of  
this strategy I can  
gain a delay of:  
30 days —  $\frac{10}{90}$

60 days —  $\frac{70}{90}$

90 days —  $\frac{70}{90}$

120 days —  $\frac{70}{90}$

② with the present  
~~status of~~ trends it  
is possible that some  
change in the draft  
status will bring relief.

1. In view of the fact  
that I have no grounds  
on which to <sup>base</sup> an  
appeal, and am in a  
sense questioning the  
judgment of the draft  
board in matter adapting  
strategical delaying  
tactics I will lose my  
chance to gain ~~the~~  
a good will decision by  
the draft board —  
which may or may not  
be of great value.

after  
months



analysis of issues.

Decision.

Willingness to accept the consequences  
cheerfully.

This can also be done objectively  
as a part of the game. You have  
in mind it takes to succeed in almost  
any environment.

Love

Dad



Fall 1969 Tuesday Evening

Dear Stephen.

I've had a good two days. Yesterday Merrill Bateman and I had lunch with some of the Big men in Salt Lake and they pledged to get the big ten business ~~firms~~ <sup>firms</sup> together and support a B.Y.U. program to do a quarterly analysis of the state that will ~~focus~~ <sup>focus</sup> on the spotlight on B.Y.U. rather than immensity of Utah - this means our Business summer program is well on its way.

Today I met with Bill Byer Martin Hickman (Dean of Social Sciences) and worked out a program for the establishment of a department of Organizational Behavior in the College of Business.

We are having a Deans conference including all the Deans in the Midwest here on the 20 + 21 of October the program is shaping up to be exciting.

I hope your days are equally exciting. I'm sure they can grow to be so and much more so. Again I suggest you do some talking and thinking about "faith" for awhile. Never was there a time when it was more of a ~~resource~~ <sup>resource</sup> than it is today. Changes are coming so fast knowledge, though it is important to know how to acquire and ~~process~~ <sup>process</sup> it, is so ~~perishable~~ <sup>perishable</sup> that only faith remains. You have a wonderful foundation for it. I hope that you see it, and build on it.

There is just a chance that I may want to spend thanks giving with you - matter fact we're seeding foxes. Dad.



Fall 1969 Monday Evening

Dear Stephen and Margaret

It was really nice to visit with you last night - I suppose that by now you have received my two previous ~~letters~~ <sup>clippings</sup>. Surely some of the ~~counsel~~ <sup>counsel</sup> ~~advice~~ may not make sense - But it represents one man's views and experiences - so take it philosophically.

no matter how much I tell you, nervous system  
about others' experiences you aren't going to escape some pretty tense moments, hours and days. But remember tension itself never ~~hurt~~ <sup>hurt</sup> anyone. Basically tension results from a well trained but ~~somewhat~~ <sup>sharpening</sup> of the focus to help solve the problem. It's imagined worries and usually fears without foundation that, in the course of time develop ~~somatic~~ <sup>somatic</sup> symptoms.

you, as indicated in your telephone ~~confer~~ <sup>confer</sup> conversation, find the environment stimulating. But occasionally the game gets tough - so did those hockey ball games with Peter & Hugh where you ~~barely~~ <sup>barely</sup> eked out a one point victory in the last minute - But you stayed in there tough + always <sup>wow</sup> ~~down~~ - (You lucky dogs to



main thing all - you should have lost  
a couple just on general principles)

As I told you on the phone -  
The amount ~~and degree~~ <sup>learn</sup> and  
the speed with which we learn is  
determined by a "felt need". ~~the~~  
you have ~~heard~~ <sup>heard</sup> Sterling Sill tell the  
story of the man <sup>in Greece</sup> ~~who~~ wanted to  
accomplish a certain task - and the  
master ~~was~~ <sup>was</sup> he could achieve it. The  
master took him out into the sea  
and held him under ~~until~~ <sup>until</sup> he  
fought desperately for air. Then the  
master told him when he ~~wanted~~ <sup>wanted</sup> to  
achieve his goal as badly as he wanted  
air there would be no trouble at all  
in getting it.

I'm not ~~discounting~~ <sup>discounting</sup> the  
importance of the answers to the cases  
you are studying. But they are ~~by~~ <sup>by</sup> ~~products~~ <sup>products</sup> to the fact that you are  
growing into a much more ~~mature~~ <sup>mature</sup> nature  
person and according to your acquiring  
the ~~most~~ <sup>most</sup> almost the most valuable  
and the most ~~effective~~ <sup>perfect</sup> gift one can  
acquire - humility. ~~you~~ <sup>cartridge</sup> [The ~~cartridge~~ <sup>cartridge</sup>  
in my pen just opened] you are getting  
it because you are feeling the need for

The insight to solve cases will  
come as a result of ~~practice~~  
work and faith - and  
don't forget faith. - I'll write  
to - tomorrow - love - Bob

it.



Fall 1969

Sunday Evening

Dear Steve:

It was nice to talk with you  
to-night and learn that you were  
still plugging along with faith and  
determination. I can't be too alarmed  
at your difficulties because I know  
that this intense effort is part of the  
game. If you do the best you can  
with accounting problems now and  
keep working with accounting statements  
in all classes for a few months you  
will pick up your accounting by  
a margin almost.

In terms of expressing yourself  
anxiety now you find the Business  
concept awkward ~~quite awkward~~. Basically you have  
genuine skill in isolating facts and  
making things clear. I recall several  
of the coaches down at the swimming  
pool telling me how to swim with  
my head underwater and still breathe.  
But the very next day after you  
discussed this with me I started doing  
it and have been told by the  
coaches that I was doing it right.  
~~Others~~ who have ~~heard~~ <sup>heard</sup> your speech  
and teach affirm these qualities.



But you do have to learn to get used to a context. Now your challenge is to familiarize yourself with a business context. You can do this by <sup>writing</sup> reading and talking. A little talking and writing will make ~~words~~ <sup>words</sup> come easy for you much ~~more~~ more than reading although you must for the sake of your class get some serious reading in.

A whole point of view will come from relating yourself to people. Your Word assignment if faithfully performed will provide you with opportunities to keep your perspective whole and healthy. ~~Commit~~ <sup>Commit</sup> yourself to doing a good job. The <sup>men</sup> men with whom you are working are going to be leaders to-morrow - you can't afford to be sloppy sloppy.

Just another suggestion. I believe there is something to the Psycho-Cybernetics philosophy and the doctrines of Norman Vincent Peale - yet I'm inclined to take them as good <sup>counsel</sup> ~~counsel~~ with just a little salt. But as a Christian person, when <sup>Christ</sup> ~~Christ~~ makes something as clear as he ~~has~~ <sup>has</sup> same ~~ideas~~ ideas - I can take a great deal of stock in ~~them~~ them and almost



see them as ~~absolute~~<sup>absolutes</sup>. In this context  
read nr athens 7-7+8 ~ & fere  
11 ~ 9+10. & mark 4 & 24. Read also  
the 88th section of the D+C. especially  
verse 67. The thing you need now  
more than anything else is faith.  
you can get it if you want it badly  
enough. you are in an environment  
to have some very rewarding  
experiences. See them in a  
perspective that is within the scope of  
your comprehension in time, <sup>without</sup> ~~without~~  
too much awe. but with an ample  
supply of faith.

We must be moving &  
our far side - we'll meet again soon  
fare.

Dad



**BRIGHAM YOUNG UNIVERSITY**  
**PROVO, UTAH**

84601



ERNEST L. WILKINSON, PRESIDENT

COLLEGE OF BUSINESS  
WELDON J. TAYLOR, DEAN

May 6, 1966

Dear Stephen,

We enjoy your letters and are aware of the challenge which you are facing at the present time. You do not have to apologize to us for the failure to get baptisms or even conversations, although we like to hear your stories and are certainly happy to provide a release for your tensions. It is helpful to articulate and make explicit some of the things you feel, and we are happy to share them with you. But do not feel that we are expecting the impossible from you. Neither do we think that success is measured in terms of baptisms. Of course this does not mean that we would not wish you to make every effort to get people listen to your gospel story or to use your genius in interesting people in the message. I am glad to hear your commitment that the divinity of the message still burns strong. I wish I could tell you in detail of the many triumphs of the students going out from Brigham Young University both in academic and business circles. This certainly is a testimony to me that the foundations of the gospel philosophy are serving a very important need to our society today, even if the people in Rennes do not respond.

I had an interesting experience yesterday when one of the boys, who has taken a very active part in student affairs here, came in to plead with me to use my influence in getting him into our MBA program. It seems that he has spent so much time with student affairs and neglected his studies that both his graduate record test as well as his grades have fallen below the level which we, as well as Harvard Business School, consider a minimum. He has a sweet personality and a very pleasantly aggressive spirit about him that makes one feel that he could not help being successful in any undertaking where people were involved, but he just has not applied it to scholarly goals. At any rate, in our conversation it developed that he had been to France on a mission and worked in several places, including Reams and Paris, he was made senior companion at eleven months and worked with a French boy who spoke no English. He therefore had to do all his talking in French. His next companion was a boy who was fresh from the states and spoke no French but all English. They were assigned to Reams and there he baptized 44 people. He baptized 66 in total in his entire mission. I asked him what his secret was and he stated that it was merely giving himself to the Lord and doing exactly what the Lord would have had him do. He stated



that much of the secret of his success he thought was a genuine, sincere love which he and his companion shared. He stated that this companionship impressed the people with whom they visited and they became aware of it and they themselves shared in this mutual feeling of affection and thus were brought into the circle and heard the gospel and were baptized. I reported to him a statement from Professor Ball, the French teacher here, which he made to your mother and I when we were out for a walk several days ago. Ball stated that Venice was a very strong Catholic area and that it would be very difficult for one to break through and get any attention from the Saints there. This young man, John Young (I might give his name if you will handle it with discretion), stated that there wasn't a place in France that people would not hear the gospel if it were presented to them in the right manner. Of course, I think the boy might have something that struck the right cord.

On the other hand, he apparently does not have other things that he wants very badly at the present time. If you remember Paul's statement that some of us have certain gifts and some of us have others; and if you can convert your gift to proselyting, certainly it is your obligation to do so. We certainly do not feel that God has deserted you or that your mission is any less in life if you do not break through the barrier and baptize 66 people.

Your mother will probably tell you all about Dee's campaign for Student-body President. He has put on a very good campaign, has done well in organizing and getting the cooperation of the leading students at Provo High to support him in his skits, etc. Jim Reese, star of football and basketball, and other of the basketball boys and others have worked for him. However, he feels that he is facing a lost cause since the other boy is the son of a widow, has had polio, and has a weak arm, cannot participate in athletics; yet is a very sweet and loveable chap, and not only has the respect but also the sympathy of the students. He feels pretty blue at the present time, although the election is not until tommorow and Friday, and he will not know until Friday night. At any rate, he is being congratulated on conducting his campaign, and we feel proud of the manner in which he has led out. It will be a fine experience for him--win or lose.

I saw him play tennis tonight with a fellow from Payson. He won the first set 6-Love, lost the second set 6-Love, and won the third set 6-1. Condie asked him what he did, ~~play~~ the first set, rest the second, and play again the third? I came at the first of the second set. Maybe he was nervous. But in spots he does play some very fine tennis.

Incidentally, you might be interested in knowing that he has dated, infrequently, this LouAnn Collins. I am quite sure that LouAnn Collins is a niece of Bessie Collins Hart, whose husband was Ike Hart, a close friend of mine while on the campus and a brother to your mission president.



Keep up the good work. Remember what I said in the previous letter-- consistency of sincere integrated effort applied with wisdom and genius will bring success in ultimate goals regardless of the immediate results. You must have faith in this fact. But do not forget to attempt to inject genius, originality, and some wholesome strategy into your efforts. Merely putting in time seldom has accomplished anything great, although it is one of the prime prerequisites.

We think of you often and are waiting to see your reaction when you walk into the new home on Oak Lane. We are getting a little closer to the point of no return each day. Probably the decision will be reached this week which will make it impossible for us to back out.

I am enclosing the "Real Story of Marie Von Trapp," which brought down the house at Brigham Young University. Mother said that you saw "The Sound of Music" before you left, so I am sure that you will be interested in this. It was thrilling to have her with us and she paid us some compliments that were very hard to take without getting a swelled head. Also, you will enjoy reading this talk by Matthew Cowley. I heard it in the original.

Love,

Dad



april

The lust for power has generally been viewed as evil. There appears of late, however, to be a quality of power emerging, the possession of which may result in the accomplishment of tangible goals quite consistent with what society considers the good and the beautiful. This power accomplishes worldly and tangible goals and has a major influence on individual behavior. It is invisible, however, and is not associated with what is considered in physics and even in traditional psychology as a force.

When viewed in terms of accomplishment and changing behavior or individual performance or productivity, it is very real. Some scripture which heretofore has been considered trite becomes meaningful in this new perspective. Some examples:

We have ample evidence that the emerging of a new life and energy when one is actually "born of the spirit" is creative and constitutes a positive force. The invisibility of this force is illustrated in John 3:8. "The wind bloweth where it listeth, and thou hearest the sound thereof but canst not tell whence it cometh or where it goeth. . . ."

Could it be that with the engineers and physicists extending the domain of human knowledge of the tangibles to such a degree that more of men's decisions are in the realm of "people problems", that "wisdom of the spirit" will have increasing significance on relevant and worldly outcomes? And is there a sensitivity, an awareness, or a skill in this area of intangibles which man possesses or acquires that constitutes an actual power one might have in this strategic area?

Not wishing to retreat into religious doctrine or become ridiculously speculative, are we moving into an era where these new powers are strategic to the achievement of our everyday goals; and does the emergence of this new era correspond to what we have accepted as the millenium? Let me quote from Alvin Tofler's Future Shock, page 12:

. . . a growing body of reputable opinion asserts that the present movement represents nothing less than the second great divide in human history, comparable in magnitude only with that first great break in historic continuity, the shift from barbarism to civilization.

And what is the sequence--barbarism to civilization to what? Certainly not to the sensuous world that Toffler projects for everyone. But there will definitely be something spectacularly different than we have known in the past. The evidence we cite indicates that it will be closely related to the intangibles of the spirit. Paul in his first letter to the Corinthians prophetically contrasts the old wisdom of the world with the new wisdom of the spirit. For example: I Corinthians 2: 5-9



That your faith should not stand in the wisdom of men, but in the power of God.

Howbeit we speak wisdom among them that are perfect: yet not the wisdom of this world, nor of the princes of this world, that come to naught:

But we speak the wisdom of God in a mystery, even the hidden wisdom, which God ordained before the world unto our glory:

Which none of the princes of this world knew: for had they known it, they would not have crucified the Lord of glory.

But as it is written, Eye hath not seen, nor ear heard, neither have entered into the heart of man, the things which God hath prepared for them that love him.

If there is a means of capturing this power and using it to accomplish worthy goals, the price of such capture is a dedication to a purpose that transcends the narrow or the selfish. It entails giving God due credit for ultimate successful outcomes. In other words, there is genuine power in humility. Self aggrandizement or arrogance diminishes this influence. Christ, during his earthly mission, was the great exemplar of this tendency in insisting that he could do nothing without God the Father. Again Paul in his epistle to the Corinthians illustrates (I Corinthians, Chapter 3: 5-7):

Who then is Paul, and who is Apollos, but ministers by whom ye believed, even as the Lord gave to every man?

I have planted, Apollos watered; but God gave the increase.

So then neither is he that planteth any thing, neither he that watereth; but God that giveth the increase.

And so it is--no man is sufficiently powerful that he can glorify himself in achievement; in the ultimate it is actually God that gives the increase. To the extent man glorifies in himself "behold the powers withdraw themselves" (D & C 121). To the extent he recognizes the hand of God ". . . his whole body shall be filled with light" (D&C 88).

Leaving the realm of the scriptures and getting into the realm of man--dealing with and responding to each other on the industrial scene, these invisible forces began to become real during the last generation. With the entrance of the application of trust and the imputation of human dignity to achieve industrial or mundane goals, for the first time the application of this invisible force became an influence in economics and business management. The skill in its application cannot be taken for granted. The ability to capture and use this power requires as much skill as breaking 80 on the golf course. But this power is nonetheless real and insofar as we know eternal and will never become obsolete.



On the surface the simple answer to the development of this spiritual power would be to go to church and keep the commandments. Yet the quest is more complex. The linking of productivity to attitude had nothing to do with religion. There must be a quality of scientific scholarship involved. Some of the greatest crimes against humanity have been committed in the name of institutional religion. Abraham Lincoln and Clarence Darrow, nonchurch men seemed to enjoy more of this power than most men. The restored LDS religion puts great emphasis on organizational structure and men, yet the emphasis on the reality of Christ and his philosophy would seem to be a prime resource for the development of this sensitivity. Yet it would seem that the individual, possibly with the aid of the institution, must find and develop his own source of this infinite power.

There is one action area that may provoke some thinking. The scholarly Dean of the BYU Law school made an eloquent presentation the other day based on the premise that "often the best method of handling power was not to use it." Well placed examples were used to illustrate, including many more sophisticated but none more clear than "turning the other cheek." The committed business administration student or manager concerned with the totality of the outcome, not confined to the meaning and interpretation of mundane law or winning a case in court, would view this act in a broader perspective.

The student of business administration would see many invisible forces at work. When one turned the other cheek rather than the "nonuse of power," he would have observed a restraining power or the force of will required to refrain from striking back. He would examine the context of the action to determine what invisible forces the occasion had set in motion and how they could be used, although not physical or legal, that would bring the desired outcome. Such outcome may relate to love, cooperation or forgiveness. Indeed such an outcome is undoubtedly the result of multiple forces--most of them invisible.

Does this kind of thinking which neglects the invisible but real forces explain the actions of Watergate and the kind of thinking and actions which were characterized in this incident?



March 31, 1966

Dear Stephen:

We were delighted to get your card yesterday and learn that you had moved to another scene which will provide you with new frontiers. Now that you have been given a position of leadership you are in the position to express your talents and enjoy challenges which you have not enjoyed before. I do not wish to be preachy because I am sure that you have strong motivation and desires that exceed anything that I might say. But to implement these and give them meaning I would suggest that you re-read the last chapters in John Gardner's Excellence regarding dedication. Now you are not only responsible to yourself, but to some other father's and mother's son whom they love just as much as we love you. Much will depend on you for his growth and his opportunity. This is to say nothing of the tremendous power for growth that the gospel has on the lives of those people who are fortunate enough to share your views.

Of course, also your mission president and your father and mother are very much interested in the positive experiences and growth which you have as well as the results which accrue from your efforts. I am enclosing a talk which was given at our devotional by Stephen Covey. He is capable of achieving an extremely high degree of dedication on his own. These instances related in the talk are evidence of the fact that this dedication has practical powers. Your joy will be great if you can discover this power which he attests is present for those who find themselves face to face with the realistic challenge in the mission field.

My back is improving. I left my corset off for the first time yesterday and survived. We are making progress on the house plans and it may be that we will spend Christmas in a new home. Keep your fingers crossed.

In talking to Dee last evening we were a little frustrated since Condie told him that he had prospects for becoming the best guard he'd ever had on the Provo team and that in terms of his potential he definitely was material that might succeed in University competition. We were in hopes that the nerve-racking experiences of having a <sup>son</sup> ~~man~~ on the University bench or the floor would be over. Frankly, I'd just as soon see Dee emphasize tennis.

Well, it's nice to chat with you. We're proud of your achievements. Keep us informed.

Love,

Dee



August 16, 1965

Dear Stephen,

We appreciate receiving your letters and especially noting the urge you feel to achieve.

I just returned from a homecoming testimonial for Stephen Covey. The missionary spirit present was rich and powerful. From the standpoint of the missionary as well as other functions, I am sure he was a wonderful president. As you know, his specialty in business education related very closely to the self fulfillment of the individual person.

Relating this fundamental concept to his work as a mission president was a natural. There is no self fulfillment that can come to an individual that is greater than building a relationship with God. His talk tonight dealt with the problems that some of the missionaries had in giving themselves to their truth. Yet when they finally learned how to do it, their weaknesses became their strengths. Instead of a sacrifice to the gospel, their mission became a great privilege. Steve's skill of articulation in this field certainly was helpful. There were over sixty-five former missionaries there to greet him. They sang an Irish song of welcome they had composed.

President Tanner was also there to hear his testimony. Certainly one of the awarenesses that is still a challenge to educational experts is that awareness that our world is what we make it.

George Romney's often quoted "From the Spotlight World" is only another way of saying the "Kingdom of Heaven is within you." If you'll accept the responsibility for it in a realistic fashion, you will discover it. Along this line I remember a quotation that Charles Mortimer, Chairman of the Board of General Foods made to me on my recent visit. Certainly he is one of the outstanding executives of the world today. He stated that his hardest job was people. "I have to work like hell to get these fellows to see that they are working for themselves."

And so it is, the mission field offers you the opportunity for self discovery, which after all is a discovery of God and his concern for his children. Your self fulfillment is in learning to become a partner in this process.

Sandra Covey, Steve's wife, in her talk told of how some of the saints were backward, without purpose in life, with little reason for living. Yet when they were touched by the testimony and commitment, their sleeping potentials became dynamic and active. Their life was full of purpose and meaning, and they found happiness.



I hope you have had time to do some thinking about your goals. You recall that I suggested that you might write them down and make them explicit. Then boil them down to six. Maybe now that you are on your own, one of your goals ought to be to overcome the curse of procrastination. This curse can become cancerous. So often good intentions can be the substitute in soothing our conscience because we are going to do what should be done tomorrow. Yet tomorrow has its own set of problems and challenges. The backlog grows, and our personality compensates by some quirk or other which includes self deception and weakness.

Life is so full of promise and excitement. We owe it to ourselves to see it objectively and fairly. If we do this we will have the power to meet every situation with what it requires. This was another point the Covey's' made tonight. It was miraculous to see how people developed skills and capacities they **didn't** dream they had when they were confronted with challenges in their mission.

You will be shocked to learn that my regular time of rising is 5:30 a.m. I've got to get this book out by January 1. I feel it can be unusually successful. The article appeared in the Journal. I'll send you a copy when the reprints arrive. I made an appointment with Wayne Pierce in the morning to give Dee a tennis lesson.

It's Mother's birthday tomorrow. I think I'll take her up to Park City to one of the new hotels for lunch.

I'm glad you weren't injured with the semi. You can afford to be overly cautious, you know. It won't cost you much. We love you. Your personal happiness is very important to us.

Love,

Dad



# UNIVERSITY OF UTAH

SALT LAKE CITY, UTAH 84112

Tuesday Morning 6/22/65

## COLLEGE OF BUSINESS

### DEPARTMENT OF MANAGEMENT

Howdy Steve:

Congratulations. I salute you for your decision to go on a mission. Margaret and I were so glad to hear you had decided to do this as it will mean so much to you and to your parents.

At present ~~plans~~ we intend to be there to your farewell and look forward to hearing from you.

You will make a splendid missionary - with your background in music and athletics you will be the wholesome-type missionary who can really do a lot of good. Your background with your Dad and Mom - and their wholesome attitudes toward life will be of more value than anything else.

Steve, it wasn't so long ago (about 20 years) that the bishop asked me to go and I have been so grateful he did - ever since. It seems like about two months ago - really. If you don't make a better record than mine - you're a flop -- I baptized two, one died and one was excommunicated -- net result = 0. No gain, no loss. Not so good. But, a lot of people joined the church anyway - after I left and they were people, some of them, I had found. So, one never knows. But we made lots of mistakes and as I worked in the mission office with the Pres. for a while I saw a lot of mistakes and I thought, if you will permit me to be so bold, you might profit from hearing about them.

1. The mission president is not a perfect man. He has faults. All of them do. You just have to smile, overlook them, not mention them and go about your way. Our first m.p. played the violin - only one tune - fairly well - but only one tune. What a character. Some of the boys used to let this get them down - they spent and wasted lots of time cussing him - instead of working. This is mistake no. 1. Your Dad has the perfect answer to this situation: just do your work the best you can and let the Lord take care of the officers (like ole Sherma Hill!)

*Some*  
2. Missionaries are not self-starters -- only wheelbarrows - have to be pushed before they're any good. Then, they're okay - not bad boys -- but just thought to get into motion. Not lazy - just not self-starters. Marion Hansks told us one nite we could get more missionary work done in England if they'd send 1/3 the missionaries home - maybe it was 1/4 -- because the other 1/4 have to spend their time watching and starting the first 1/4 - so it leaves only 1/2 of the boys to do the real work. You are a self starter or you would not be where you are today - an accomplished musician in the symphony -- and a first rate athlete and student. But, I mention this as you will see it, and you can help the boys overcome it.

3. Those darned girls -- some of them drive you nuts. So, the third mistake missionaries make is in their attempt to be "advisors" in spiritual affairs getting a little too familiar with girls - not immoral - just too well acquainted and the first thing you know, although the missionary has no intentions of it, the girl has intentions she freely expresses to marry the guy, etc. Some of our boys are so naive and careless -- they get themselves into embarrassing situations. In Brazil it is different than here - you can't pat a girl on the hand in church or in public - or you can't be seen alone talking to her after dark -- at all. So, the only rule to follow is to always be with your companion - and leave the cockeyed girls absolutely alone. A lot of broken hearts and most broken-hearted parents too -- could have saved themselves grief if their missionary son had done this. (We had a girl age 17 - who came to the mission home just as one of our boys was about to catch the plane for the States. She had her bags full of gifts the neighbors had given her - as she had told them she was going to marry

*her. avoided and*



Elder N. - when he finished his mission. Elder N. had no such intentions. It was a heart breaker - set the missionary work back ten years in that town. But Elder N. was to blame - had been careless about his expressions, etc.) You have had and will not have any problem here - but one can't be too careful.

4. Life within your income. About 10% of the boys are always in \$ trouble. Their dads send them enough (sometimes not) but they never have matured - don't know how to handle money and are always in trouble -- don't loan to them - and watch your own carefully.

5. Learn to tell stories - that have a moral point. Stories are interesting. Even academicians like to hear them (better than academic journal articles) - in church speeches -- and insert them in your speeches frequently. I wasted the first two years giving speeches on Hebrew cognates in the O.T., archeological proofs of the Book of Mormon, and Where the Ten Tribes Went. (who cares? Only some really deep scholar) - Not the average audience. No, they want to hear stories about kids, dogs, indians, horses, -- so get Aesop's Fables -- learn to tell each one -- quickly and interestingly -- Use the scriptures too -- don't be so anxious to "prove" everything from the scriptures -- rather illustrate with colorful, tear-jerking stories.

6. Missionaries spend too much time - some of them washing their own shirts, preparing their own meals, etc. -- If you get out into some jungle, I guess you have too - but that is not what you were sent there to do. Your time is too valuable and it will go whizzing by -- too fast anyway. Wait and see. Use it carefully. Organize it well. Discipline yourself to get the most out of it - in study, work, etc. Remember what you are there for: to induce people to follow the Savior. (Also - not to spend your time writing long letters to the Bishop and Stake President -- quick notes are ~~xy~~ better).

7. Be of good cheer. Learn to smile - too many people, particularly in the protestant ministry (said one man) look like they had just been asked to drown the neighbor's pups -- sour faces. Keep smiling, ~~you~~ you - like Gail -- that will attract a lot of people. Be a "Mr. Sunshine" not a Mr. Shadow. Too many missionaries think they have to look serious to be pious and they need to be this to be serious and righteous. Baloney. The Master said, "Be of good cheer -- for I have overcome the world." "Rejoice..etc." Happiness -- is the result of your frame of mind - how you perceive the world -- not how the world is.

8. Be generous with your praise and means. So many missionaries act like the Saints just "owe" them a place to stay or meal - or whatever - a bath or something. The Saints don't owe you anything - and most of them hate to see missionaries come - at least, some of them do. So, if circumstances are such that you stay with a family overnight - the next day - send them a card - telling them thanks! That's the least you can do. Take an interest in their kids - remember their names -- do something for them - write them & encourage them to follow through on some worthwhile project. That's the way you pay people back when you don't have much money. If you have a little \$ buy the land lady some flowers on her birthday -- it will certainly do more to keep her from serving you that cockeyed hash and get you a nice roast than anything else you can do. The Doc & Cov someplace says "Be generous with your means." I think the Lord hates tightwads -- don't you? But remember the words of Emerson, "Rings and jewels are not gifts, but apologies for gifts. The only true gift is a portion of thyself." You have a lot you can teach others. You can give them a great deal - and not give gifts. The opportunities fly by - and you never get the second chance! -- So take the first one when it comes. I would never leave a landlady - when transferred that I didn't leave her some flowers if I had to sell my triple combination to do it. -- You can buy another triple comb. for 8 bucks - but you can't buy another opportunity so say thanks so graciously.

Paul H.



BY AIR MAIL

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HASHEMITE

IF ANYTHING  
WILL BE

Mr. Steve Sayegh  
40 American Express  
Paris,  
France

WHEN FOLDED THE AIR LETTER MUST CONFORM IN SIZE AND SHAPE WITH  
THE BLUE BORDER WITHIN WHICH THE ADDRESS ONLY MAY BE WRITTEN

P. O. Box 23  
JERUSALEM - JORDAN

Sender

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J. M. D. A.



Y. M. C. A.  
AEIla Capitolina  
Hotel

250

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2.04





LABIB B. NASIR  
General Secretary

"HOME AWAY FROM HOME"

AT

# The Jerusalem Y. M. C. A. Hotel

(FOUNDED IN 1948)

and Samaria

P. O. Box 23  
TEL. 279 & 79  
CABLE:- MANHOOD  
JERUSALEM  
JORDAN

Ref: .....

Date 7/21/64

Dear Steve:

We were delighted to get your letter and happy that you have the car and like it. We are completing our second day in Jerusalem and are scheduled to Amman + Jerash and leave for Beirut at 5. P.m. to Morocco. Your idea about sending the car from Belgium sounds good. Does it meet the following conditions:

① Is it definite that you can get bookings and there will be no delays? ② Is the price comparable with the one quoted by American Express? ③ Will it arrive in N.Y. in time to meet your schedule? The advantages are the saving of a somewhat expensive channel ferry charges and

trip for you to Sudan and back, it would be to our advantage

to have our official driver guide in you can meet the above conditions

to make arrangements. We expect you to meet us at the airport in our itinerary - Mather & Dec

ITINERARY  
Love  
Dad.



Dec. 1, 1962

Dear Stephen, Margaret and Phoebe:

*To the people of India*

We enjoyed your call the other morning so very much. We have been enjoying it ever since and wishing we were wider awake and could have been more conscious of the joy. It it was 4:00 there and 2:45 here, does that mean we are thirteen hours and fifteen minutes ~~xxx~~ behind you? Mother may have told you ~~xxx~~ we are leaving for Arizona December 22 and remaining until New Year.

We were pleased to hear your story about Calcutta. We had the author of "Psychocybernetics" talk to us the other day. He used the oft quoted statement from the "Tale of Two Cities," ....the ~~xxx~~ worst of times and the best of times," to make his point. ~~xx~~ I was happy to see that you had this positive view of Calcutta. And I'm sure that in a small way, but still in a sound way, you were ~~are~~ doing strategic service in keeping the best good and making the worst better. I'm sure that in your personal dealings with them, you by being an "open" person projecting positive expectations and exhibiting faith, that you are providing leadership in your work and at the same time are building people for a better India. Especially now with your added responsibility you should be able to get significant inner compensations from this avenue of activity.

Margaret, we are so happy that you are going to give us another grandchild. We hope you find this move stimulating and your surroundings to your liking. We have been concerned about your happiness on several occasions lately. We understand your lot may be more difficult to bear than Steve's. You are out of the stream of challenge and activity. You have to make your own friends, invent your own activity in a new strange land. This can be difficult. We hope Steve understands this and accepts responsibility for sharing the exciting experiences he is having with you. We want you to know that we would love to have you and Phoebe stay with us this spring. It would make us very happy to share your lives for this period.

Our programs at school are unfolding in an exciting manner. President Oaks and Neal Maxwell attended our Advisory Council meeting this year and have participated with us in getting a Business Education Alliance" underway. They are excited about getting these two separate poles of ~~ix~~ influence working together. The president called me in the other day, told me how hard it was going to be to replace me-~~ix~~ wants me to stay another year after my compulsory retirement to get this Alliance program so well established that my successor can carry it on. Then after that next year they are going to give me a sabbatical pay even though I am on full retirement which in a way will be double pay. If I want to develop another project such as Egypt it could be triple.

Also, and this is confidential, Elder Thomas Monson is getting an MBA from our program. We are handling his program on a tutorial basis and I am now in the process of giving his marketing. I am having him read extensively including my book and and having four sessions with him. I have had one and it has proved very stimulating. During the last session, in order to show the marketing process to be consistent with the movement toward millenium, I am going to give the Harvard Business Review articles and other



literature supporting the theory of our philosophy. He freely states that the views that he is acquiring will be strategic in the future management of the church.

Bishop Victor Brown called the other day and reported that as the church gets international they are ~~xxx~~ having an increasingly difficult time managing the administration and management of the stakes and wards. He stated that this was a business management problem and asked for our help. He brought his whole staff including the ~~x~~ two members of the Bishopric down with him to make a presentation. I appointed a task force to work out recommendations and I think we are coming up with some ~~findings~~ findings that may be significant in church management.

Well, it's getting late. But we are truly proud of your progress. You are being consistent with all that's sound and good in building the bank into a truly "whole" service agent which must have a ~~for~~ profit to continue to serve. You can feel truly good about directing major energies and dedication to ~~that~~ goal. In the process impute trust and dignity to all human flesh whatever its status in the spirit of ~~Qxx~~ Christ's words about the fallen sparrow. Succeeding in these goals your influence will grow. You will be accepted as a leader. We love you all intensely and look forward to your visit.

Love,

*Your ever*

*Dad*

*Keep us posted on your beating  
average - Two lance runs approximated  
fun.*

*Mozden*