

WDT Essays

June 1974

With surprising professionalism, the Harris Bank summer program was kicked off at the beginning of the week. I recall Steve's impressions of ^{the} different recruiting procedures conducted by different companies and how he was impressed by the little things that Citibank did to be just a little better than the next bank. I get the same feeling here. Totally unaware of Harris until my interview in the spring, I find them to be among the top banks in the country and at the top in certain services. Their objective is not to become a sprawling world marketer of financial services, but to strengthen their reputation as a high class, efficient, and very successful Chicago bank.

Harris Bank is the 23rd largest bank in the U.S. and the third largest in Illinois. It was slow getting into the international scene because as a state bank rather than a national bank as are Continental and First Chicago, it was subject to state banking laws which prevent any overseas expansion. It was only a few years ago that restrictions were lifted and now Harris has representative offices in Mexico City, Singapore, and Sao Paulo with complete services in London.

In the summer program there are four girls and nine guys--one black. Ten schools are represented--Tuck, Duke, Harvard, Indiana, Northwestern, Stanford, Chicago, Michigan, Wharton, and Virginia. All seem to be very affable, clean-cut, intelligent, and responsible kids.

Our program is constructed in three parts. First, there are seminars with top management of the bank wherein they describe the areas for which they are responsible and answer any questions

we have. These sessions have been very informative, and I'm sure I'll be better off next year for having had this experience. Second, each of us is assigned a project to work on throughout the summer. The project given me is in the International Division. I'm to explore investment opportunities for Harris in Southeast Asia--specifically in Hong Kong and Japan. I've got to come up with the right kind of banking or financial services for these areas that will provide the bank with the best return. Third, we are divided into groups to undertake a case study. One quarter of our time will be spent seeing how a company can be helped by the bank. To complete this assignment we will have to become thoroughly familiar with almost every part of the bank.

It takes about thirty minutes to get to 8:30 work. I go on the train. Once into Chicago, its all big city life. I'm off the train at Riverside Station, walk across the bridge over the Chicago river, and look down between the multi-storied buildings lining both side of Monroe Street to the sail boats on Lake Michigan. It's a great city, and Shana and I are both having a great time.

My two delinquent installments
will be forthcoming
Joe

February, 1974

Dear Dad & Steve,

It makes me uneasy to think how dependent we are on the world. If "Atlas shruggs," and it appears as if he's stirring, it could be pretty difficult to support ourselves comfortably. The farms feed us--but only if the goods can be properly prepared and brought to market. Fuel's uses comfort and transport us--but only as long as it can be economically produced and distributed. Shortages in things once common force us to select from expensive and sometimes unappealing alternatives. Some people clamor because of shortages and refuse to cooperate with society because their life style is suddenly jolted. Then they create trouble. When freedoms once provided by plenty are denied, people will suffer not only from the shortages but from the actions of those people who think themselves most affected by the scarcities (the truckers, for instance).

If alot of these things that we consider needs are not provided, many people are going to be sunk. Obviously, the Church realizes the possibility of this plight instructing us to store both food and fuel. Shana and I have made a token effort to appease our consciences for not having done this by getting 50 lbs. of wheat.

If the system folds, where are we? Already it is impossible to drive nonstop coast to coast because gas stations aren't open at night. We can't even drive to New York peacefully because we'd either have to wait two hours in a line to get gas, or because of rationing we could get no gas because our license plate ends in the wrong number. I have enough faith in man to know he'll come up with answers, but in the meantime there are some of us that might not make out too well. I can't grow anything to eat because I don't have

land or seeds. I can't harness energy because I know nothing of making motors. I would have trouble even starting a fire without matches. I've never slaughtered an animal for food, I've never made clothing, let alone light globes, computers, or typewriters, and it goes on and on. I'm being trained in the art of management, but other than that, I have virtually no survival skills which would be necessary if world cooperation failed.

What I could learn from this is that I should always be prepared for something less than prosperity and that any influence I have with others should be used to organize and to provide for cooperation-to make certain that when uncertainties, contingencies and crises arise, I can help people approach them rationally and also depend upon the people to help come up and implement with some solutions.

The Fool

January 14, 1974

Dear Dad & Stephen,

As an assignment in the Analysis and Communication class, the first-year class was given the assignment of delivering a five minute speech having to do with a subject that involved ethical interpretations. I'm slated to give my speech tomorrow. Those that have been given have considered questions such as birth control, abortions, euthanasia, business ethics, and animal sport-killing. The talks have not been too original because of their over-reliance on source material. I decided to go back to a church talk I gave a few years ago and work it into a satire. I thought you might be interested in reading the ^{main ideas of the} talk.

As I get to the podium I'll put some red horns on my head and begin.

Hi, I'm the devil -- or Satan, Lucifer, Evil or whatever other name you want to give me. If you don't believe in me you don't need to listen because you're probably one of my best followers. I'm here to talk about one of my favorite subjects -- ethics, or what's good and what's bad and also what's bad with enough of what appears to be good sprinkled in to make it look good.

I'd like to suggest that the world will be alot better off if we're all unethical. This is a very appropriate thought for ^{all of us} ~~the business school~~ since unethical, bad, and downright evil behavior is the cornerstones of economic growth and business success. Now you might ^{say I'm crazy} ~~tell me where to go,~~ but that has no effect in my case. Let's get serious. How many people would be out of business and out of jobs if it weren't for unethical behavior?

We need thugs, murderers, and arsonists, without these individuals look at the number of lost jobs and impoverished people. There would be no law enforcement agencies, lock manufacturers, and fireman, to name just a few. Our economy would suffer if it weren't for criminals.

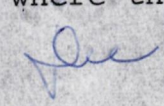
We need dirty politicians, ^{Wars} ~~vietnams~~, and government scandals. Without these things, what need would we have for the millions in the military, who are supported by other industries, for lawyers, for newspapers. Millions would be out of jobs.

We need over-indulgence in sex, ^{grog} ~~booze~~, and food -- more of the "eat, drink and be merry for tomorrow we die" attitude. If it weren't for these things, doctors would lack patients, movie-makers would lack themes, people couldn't have fun. If more people would get drunk, liquor manufacturer's would hire more people to make liquor. Drunken drivers, would cause more accidents -- we'd need more law enforcements, more doctors and hospitals, more ~~more insurance companies~~ ^{more} car makers, ^{more} mortuaries, more ~~everything~~. Look in the increase in the number of jobs.

We need greed, arrogance, and envy -- more people who try to keep up with the Joneses. Without these traits, we lose clothing manufactures, bankers auto makers.

Let's face it -- if it weren't for unethical, unmoral, and out and out sinful behavior, our society would fall flat, there would be no work. So hold on to those private vices because they result in public benefits.

It's been a pleasure being with you today and in conclusion I want to admonish you that as you leave the business school make sure you consider going to Hell, cause that's where the jobs are.

Dee 

Stear *Instatement for 2*

THOUGHTS ON THE WORLD'S CONDITION

Not many people would complain about a sure-fire plan that would lead to the happiness and welfare of every single soul in the world. What respectable world citizen could wish any less for his neighbors? How could anyone be critical of equal opportunity for education, employment, or for more equitable distribution of the world's wealth? These are just some of the goals that social, political, and economic orders strive for. Communism, in its pure form is nothing more than a well-intentioned though ultra-empirical approach to making everyone as equal and supposedly as happy as possible (Undoubtedly men greedy for power contaminate the system). Socialism allows for the retention of spiritual values, but as with communism stresses the importance of a centralized decision making process in allocating the resources of a community. Capitalism allows each person to be a free agent in producing and consuming that which he wants. These systems are among the many that purport to be the route to achieve the goals of happiness for a society.

Many legislators today feel that whatever system we have been using today has not been successful in making people satisfied and happy. Given the economic state of the U.S., 80% of the population would agree with those legislators. J.K. Galbraith contends that our economic woes could be solved by having a central authority or commission subject to the "people" make the production, pricing, and allocation of capital decisions for the country. Such a system would require an "emancipation of belief" from the thinking that socialism is a dirty word. Such a policy is heresy to most Americans, yet big government in an effort to please everyone has put us well on the road to such a system. Transfer payments in the form of social security, welfare, unemployment, and foodstamp payments is big government rationing income. Huge budget deficits pull capital away from the private sector and channel it to big government which as a result is making more and more of the nation's spending and consumption decisions each year. Some prominent Congressmen see this role of government in making income distribution decisions as the solution to economic problems. They are the liberals and are not so far away from socialism as people might think.

The conservative element, on the other hand, firmly states that the marketplace is the arena for economic decision making, and while not dismissing certain types of regulations, saying that interruption by a central authority into controlling the marketplace will have unhealthy results in the long run.

While not yet prepared to join the Birch Society, I see myself at odds with any system wherein a central authority imposes its policies on its citizens--even with the high goal of trying to create an ideal and stable society. Elimination of injustice, inequality, oppression, disease, motivation, and creativity will prove the destruction of society. Eliminate or suppress those qualities of human character and more than half the world would be out of work living on dole. Mandeville in his 18th century Fable of the Bees understood this concept well in his allegory:

Thus every Part was full of Vice,
Yet the whole Mass a Paradise;
Flatter'd in Peace, and fear'd in Wars,
They were th' Esteem of Foreigners,
And lavish of their Wealth and Lives,
The Balance of all other Hives.
Such were the Blessings of that State;
Their Crimes conspir'd to make them Great:
And Virtue, who from Politicks
Had learn'd a Thousand Cunning Tricks,
Was, by their happy Influence,
Made Friends with Vice: And ever since,
The worst of all the Multitude
Did something for the Common Good.

In the last paragraph of the book he states:

After this I flatter myself to have demonstrated that, neither the Friendly Qualities and kind Affections that are natural to Man, nor the real Virtues he is capable of acquiring by Reason and Self-Denial, are the Foundation of Society; but that which we call Evil in this World, Moral as well as Natural, is the grand Principle that makes us sociable creatures, the solid Basis, the Life and Support of all Trades and Employments without Exception; That there we must look for the true Origin of all Arts and Sciences, and that the Moment Evil ceases, the Society must be spoiled, if not totally dissolved.

Our scriptures too tell us of the necessity of opposition, and the rejection of Satan's authoritarian plan in achieving man's long term objectives. Governments, however, do not recognize eternal objectives. Our government is based on a two and four year perspective. It gets back to coming up with the system that will make men the happiest the quickest. Quick remedies are what gets men elected to office. Any plan that calls for sacrifice or discomfort in order to achieve ultimate stability will be rejected.

I foresee people continuing to want quick answers, continuing to feed on an ever-growing government for handouts, and asking for such things as wage and price controls, guaranteed incomes, national health insurance, and finally more socialism than capitalism. It isn't that capitalism doesn't work, its just that people are not patient and politicians are too self-serving--and not enough people have an eternal perspective.

New baby doing fine. Cried for 7 hrs. straight last night.

Waiting to hear of any job offers. Have been invited out to Chicago to talk to 1st of Chicago, and to Baltimore to talk to 1st Nat'l of Maryland. Should get a few more trips offers -- maybe 1 to New York (Chemical or Citibank) and with luck, one to Dallas. March 3 - Just got a letter from Citibank inviting me up to interview for two jobs - NY Banking Group & IBC. See

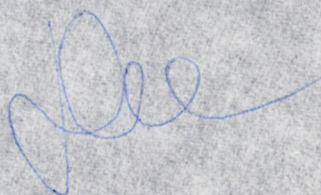
CREATIVITY AND OBEDIENCE

In a recent paper Dad asks if joy comes from obedience or from creativity and suggests that it might be dangerous to support either hypothesis because we're not certain how God evaluates the two states of nature. It seems to me that we don't have to deal with two disjoint and mutually exclusive sets--the set of creativity and the set of obedience. A person who opts exclusively for obedience or exclusively for creativity is drowning himself in an extreme position. Society has always looked with chagrin on the eccentric. Take the example of a missionary who feels he will be successful and find joy in his mission by living every rule while any creative inclinations he might have to improve the work slumber. The letter of the law can kill as could testify any companion of said missionary. I found myself in both positions on different occasions. On the other hand, a person who lets ~~max~~ his creativity and imagination flow at the expense of obedience finds himself in the situation of anyone from a Mozart to a Dr. Frankenstein, where although great work might be done, health laws might be violated and family life suffers from neglect. Take also the example of Satan. While perhaps he may be cited for creativity in designing his own plan, he got his feet burned because his creativity violated the eternal principal of free agency.

Creativity used in the context of revelation and the Holy Ghost seems to me to fit snugly into the Gospel plan. What is creativity but bringing seemingly unrelated ideas into a purposeful and productive form? A person might ask what does a pool of dye have to do with a feather? The ^{two} ~~few~~ apparently unrelated objects were put together to form a pen--

something much more than the sum of its parts. Other relationships are more complex but the principle is the same. It is here where we can tie obedience to creativity. Through obedience we can tap into a power that will help us bring fragmented and unrelated ideas into a useful and creative whole. I would say that part of godhood is achieving the discipline necessary to make this creativity surface more often and be used as a constant tool in eternal progression.

When we do not tap into that resource which we have been given--the Holy Ghost, then our creativity runs the chance of going awry. This is the danger that we must avoid. Maybe I've oversimplified the idea, but I think that God will certainly reward our creativity if it is accompanied by obedience.



*This is not sent earlier because I was
unsure of address*

Dec May 74

Faulty choices inadvertantly, innocently, or ignorantly made in the past, as well as past decisions made wittingly, disfigure our future. Many of these choices are probably made before we are accountable for their consequences. Some suggest that in the first few months of life are found the determinants of personality. If this is so, how can a person be ultimately responsible for his acts? His actions are a function of this personality which was fashioned and put on him before he could make a concious and rational choice of what sort of personality he wanted.

This deterministic philosophy is not new. It underlies behaviorism, its religion is Calvinism, its literature is naturalism, and in its extreme it embraces astrology. In an antithetical stance is free agency whose position states emphatically that man is master of his fate. Somehow, I can't get around the idea that if God knows our future, aren't we predestined to realize that future? But I don't like to accept that hypothesis because in its pessimism and fatalism it obviates the complete purpose of the Gospel--that man can acheive immortality, eternal life, and godhood if he chooses to follow a prescribed pattern.

One of the reasons I bring all of this up is that I'm struggling with some of what I call undesireable character vectors--directions in life which are of a magnitude that they are difficult to change or reverse. Specifically, my thinking, understanding, and creative processes are operating at a level