

Letters from
father

Friday, January 29

3/10/60

Dear Stephen and Margaret,

I'm doing a little experimenting. Maybe if I could take up the typewriter again after 44 years I would do more writing. My handwriting is so bad that when I write I don't feel too good about it. And getting it typed is always a hassle. The electric posses some problems yet it is easier. But we'll give it a try anyway. One of the films I show my class in Organizational Behaviour is one which features B. F. Skinner. His topic is "the plus effect of re-enforcement. And since I have no fatherly advice to give because you seem to have thought of everything, maybe the best I can do is to re-enforce and encourage you to do the things that you are already doing, and from all appearances, doing well. I have a difficult time to keep from boasting to my friends as to how you turned the finance company around as a result of some insights and skills that are pretty relevant in today's world. The problem you face is how can you sharpen those skills and grow in an environment where the challenge is gone. Well, you seem to have met that situation by 'increasing your reading, improving your tennis, spending more time with the kids etc. I've read, and it makes a lot of sense, that these periods after a lot of success and then a complete let down is a very dangerous period. But you seem to see it as a desirable period of stock taking broadening your perspective by a more objective look etc. From your very nature and the remarks you have made I'm sure you are still guiding the men on the job on to higher goals, greater levels of perfection. This prospect should pose an area of almost constant challenge and you would still be making points with your superiors. If I were to be come at all preachy I would remind you that "pride goeth before destruction and haughtiness before a fall" I'm glad this isn't necessary in your case. But I'm sure as you have indicated that you have the capacity to see this lull as a resource and not a period of atrophy.

We are going to Salt Lake to-morrow to greet the first group of Master's of Management candidates at Westminster. They have asked me to teach a class in "Business the Individual and Society. I have Don Lloyd to work with me

(over)

and we are going to bring in some of the heavyweights in Salt Lake such as Sterling McMurrin Arch Madsen and J. D. Williams and get the pot of Controversy 'boiling a little bit. It should be rather interesting. The administration express great gratitude to me for providing leadership and I am sure that I am going to enjoy continued participation. The trail is moving forward in spite of hard times. We'll have to go a little slower. But we are far along enough now and have enough support so that it is almost a sure thing. Although we will have to keep working to move it along. The Mayor in a speech he gave to Kiwanis the other day said how wonderful the new city government was working. At the moment it appears that people are happy with what has happened.

Margaret, we are certainly proud of your accomplishments in getting this M. B. A. as far along as you have. The thought of a C.P.A. now makes me exhausted to think about. You have stuff in you that 'I certainly don't have. Someone the other day asked me 'if I would like to live my life over again. I said quite honestly, this might be a good prospect except for one experience, and that would be taking those examinations that I used to have to worry through. But they are necessary and to get them behind you marks a genuine achievement. More power to you.

B.Y.U's basket ball season while not over is not very exciting. They can't win the conference now and it is very unlikely that they could ever get a bid to the NCAA. They seem to be lackluster with no outstanding talent. Roberts is certainly not All American and Reed Holdaway said the other night that he didn't expect to see another interesting game until Kite graduated. AND THAT WILL BE ANOTHER YEAR. The Stadium is being torn down, The bids were opened the other day and it appears that they are going forward to a 66,000 capacity structure. Well, it is almost time for your Mother and I to go out for our 'daily walk. We are always hungry for news about your exciting life

Love,

Dad

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RECKTING
DEAR Steve,

It occurred to me that you might be interested in some of the thoughts that I have picked up over the last few days attending the Human Resource Conference at the new conference center at B. Y. U. and also hearing Kim Clark from Harvard talk about the automobile problem-U. S. A. vs. Japan.

One of the points made at the conference by a chap who operates a company that deals with "people" is the fact that there is very little known or practiced in fitting the man to the job. He states that the information and skills in this area are deplorably scarce. Of course he has a program that he is trying to sell. He states that every man has a motivational pattern that one can discover by talking with him for forty five minutes and discovering those things in his life that he has done that he has done well and really enjoyed. Then it is only a matter of placing the man in a position where those skills--are required and letting the person flower. He can be developed by training--and practice but cannot be changed from one pattern to another. I don't know whether I buy this idea or not. But the chap seems to have built up quite a consulting practice around it. He mentioned some really big accounts that he had served/

The last program of the conference was one presented in a rather clever way by Bonner Richy and Alan Wilkins. They carried on a dialogue and made the program interesting by getting into some mild arguments on their own. One of the basic points they made was in seeing the management flow as a process rather than a "quick fix" in a series. Nothing new but an illustrative point that conveys some conceptual or suggestive meaning. The process approach prompts one to consider what is past and using some vision to see the future and the consequences of one's action rather than getting the obvious problems done with a quick fix. I think that the concept of "vision" is important to this thought.

One of the points they made which is basic to the class I'm teaching at Westminster is the fact that the policies of the business must be defined and placed in a setting that has complete congruence with the culture in which the business operates or the business will fail. Or, at any rate it will not be as successful as it otherwise might be. My class, "Business Society and the Individual" makes that point its very objective. I'll try and remember to send you a copy of the syllabus. These boys suggested that the management syndromes fall into four familiar patterns--"the quick fix" or the cowboy pattern with Billy Martin and the beer drinking ads setting the tone or the "the gamesman" (as per Maccoby) and the "Fac-man". Apparently the goal here is to make as many points as you can on a machine or something akin. But the thing that might be relevant to you was that in their view of these points made the case for the tone that was really managerial as well as the orchestra leader. They stated that Maccoby, Drucker and Toffler all referred to music as one of the ingredients that really was related to high level management values.

Maccoby

(NONE)

(over)

Yesterday the Harvard club had a meeting and featured Kim Clark. Clark and his associate have made a thorough comparison of the Japanese and U. S. automobile manufacturing business. Two points were relevant. One was that the dominant tone for the Japanese was "just in time" while the U. S. was "just in case". The Japanese believed in having every part in the right place at the right time and no extra inventory was necessary. While the U.S. system believed in having parts available just "in case" there was a breakdown and parts were needed.

The drive for economy in the Japanese factory is an exciting game. If nothing is going wrong, the men are disappointed. When things go wrong they not only fix it but make it so that it will not happen again. They can change a given die that it takes six hours to fix in U. S. in six minutes. The Japanese Toyota can be manufactured \$2,000 cheaper than the comparable Chevette. One half of this is labor rates and the other half management efficiencies.

Another point he made ~~was that~~ was that the Japanese spend much more time training than does the American. And ~~significantly~~ significantly, much of this time is spent in discussing values. Or it is spent dealing with the philosophical level rather than the operational. This supports the point I made earlier relating to the success of the business as it relates to culture.

Indeed Ritchie and Wilkins made the point that the Philosophy of the business was becoming as much a concern of the worker as it was the President of the company. Well, you can see that from these discussions something very interesting is taking place in the attitude of the business community and its relationship toward the Individual and society. I certainly think it will be fun for you to keep abreast.

We appreciated you call the other day. I was especially interested in your remark regarding one of your friends being an anachronism?. The interesting questions are how long will these types be around and wield significant power? The only answer I suppose is that as long as we live we should develop the skill to see the picture "whole" and thus know how to adapt to them in a positive manner without compromising our own principles ~~or~~ or acting on impulse as to quick and immature evaluations. It's always good to hear from you.

Love
Dad

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Saturday, February ;3th 1988

Dear Steve;

The thought occurred to me this morning that you have some very advanced and sensitive insights. Certainly I am sincere in my feeling that you do see² down the road into some future changes that are likely to take place which might see the administrative process and the human value system undergo some interesting innovations. How great I don't know. But as I was reading Maccoby's book and The Leader I found myself understanding the difficulties of Elsa ~~Poetter~~ on page 178. The key sentence is: "We are moving to the dream of human maturity and human potential."

You have time on your hands - you like to write, you have read a great deal - you have done a great deal of thinking/ Writing will take you farther down the road which you have enjoyed travelling so much. Isn't there a house organ or something that you could contribute to even in a small way?

In addition to ~~the~~ reasons I have already given in getting you to do something like this, ~~is~~ that my own intellectual growth has been greatly influenced by my writing experiences, in the first place. In the second place I have just been reading The Gate Of Heavenly Peace, by Jonathan D. Spence. While it did not yield the fruit that it was hoped in the case of China, these people used writing to a maximum degree to attempt to find the right answers for China. Whether it be Poetry ~~or~~ ^{or} straight prose, putting it down helps to mature thinking and is a means of growth. Having been to China recently you would enjoy reading this book very much. Well, this is just a thought in passing. But I am very sincere.

Your Mother is watching Shirleys shop while Shirley travels around telling ^{while sking in France,} Bill Beezer's relatives about his dropping over dead in Paris with a heart attack. She'll be home soon and we'll have to go out and deliver some Valentines. Margaret I don't have to tell you to write. Your course in that department is already set, - Love to all

Shirley's sister Joyce
is married to Bill.

D ad

FRIDAY JULY 7

Dear STEVE AND MARGARET.

We ARE ENCLOSEING MATERIAL sent out by COVERED BRIDGE CANYON. I FULLY INTENDED TO ATTEND THE MEETING - BUT THIS WAS AT THE TIME OF DEES SURGERY. So WE CHOSE TO GO TO SAN JOSE TO BE WITH DEE RATHER THAN TO RETURN HOME AS ORIGINALLY PLANNED.

I did CALL MARK A. NELSON AFTER THE MEETING AND GOT THE FOLLOWING INFORMATION - THE PAVING JOB HAS BEEN COMPLETED. IT WAS FAR SUPERIOR TO THE ORIGINAL PAVING JOB. WITH SOME SLIGHT MISC. NELSON SAYS IT SHOULD LAST WELL OVER 20 YRS. THERE WERE SEVERAL INCHES OF GRAVEL PLACED EXTENDING 12 INCHES BEYOND THE ROAD SURFACE ON EITHER SIDE. WE WENT OVER TO SEE IT AND IT IS A GOOD PROFESSIONAL JOB AND WILL ADD TO THE VALUE OF THE PROPERTY.

THE COUNTY HAS LIFTED THE BUILDING MORATORIUM. BUT THE HEALTH DEPARTMENT HAS REFUSED TO GRANT ADDITIONAL BUILDING PERMITS. IT SEEMS THAT THIS STATE INSPECTOR'S IRRESPONSIBLE RELEASE OF DAMAGING INFORMATION HAS HAD RESIDUAL EFFECTS THAT ARE HARD TO ERASE. HE APPLIED A GEOLOGICAL TERM TO THE QUALITY OF THE FORMATION IN A CONTEXT WHICH GAVE IT IMPLICATIONS OF INSTABILITY AND REPORTED WATER SEEPAGE INTO THE SPANISH FORK SYSTEM FROM E.B.C. SEPTIC TANKS

(2)

NELSON SAYS THEY HAVE VALID PROOF THAT BOTH THESE ALLEGATIONS ARE WRONG - THE GEOLOGICAL STRUCTURE OF THE LAND IS THE SAME AS ALL OTHER LAND IN THE STATE - AND GEOLOGISTS SAY THAT THE SEEPAGE FROM E.B.E. IS IN AN ENTIRELY DIFFERENT STRATA THAN WHERE THE TEST ^{STAIN} WAS ALLEGEDLY DISCOVERED. THERE ARE PRESENTLY 20 UNITS WITH SEPTIC TANKS NOW AND THERE IS NO EVIDENCE OF POLLUTION IN SPANISH FORK SYSTEM. WHEN THE COUNTY LIFTED THE BUILDING RESTRICTIONS THE SUIT AGAINST THE COUNTY WAS CAMELLED. IT APPEARS NOW THAT ^{IN ORDER} SOME ACTION WILL HAVE TO CONTINUE TO GET BUILDING PERMITS GRANTED. NELSON SEES THE COUNTY COMMISSIONS ACTION AS THEIR GETTING OFF THE HOOK IN A POLITICAL YEAR.

I ASK HIM HOW ALL THESE PROBLEMS WERE AFFECTING THE MARKET PRICE AND MARKETABILITY OF THE LOTS. HE STATED THAT AS SOON AS A LOT WAS PLACED ON THE MARKET IT WAS SNAPPED UP. FOR SOME REASON OR OTHER, POSSIBLY BY VIRTUE OF FORECLOSURE BY CROCK MARKS, FIVE LOTS WERE PLACED ON THE MARKET BY SOMEONE DURING THE LAST 60 DAYS. THESE LOTS WERE SNAPPED UP IMMEDIATELY AT \$15,000 PER LOT. THEY WERE AVERAGE IN SIZE. NELSON EXPLAINED, HOWEVER, THAT THESE LOTS WERE DOWN WHERE HOMES BUILT THEREON COULD BE INHABITED YEAR ROUND. HE DID NOT KNOW WHAT THE SITUATION WOULD BE WHEN THE LOT WOULD

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be more isolated. He has such a home
shared with his family members. OAKS
home reportedly yields hours of enjoyment
& they have a garden, we noted. The demand
for such isolation may be as great or
greater than the more accessible lots.
One indication is that a couple of lots at
the top of development were plotted by and
for WILSON PETERSON. Whoever owned
these lots turned down an offer of \$34,000 for
one of them. They were, however, larger lots.
As we rode up and down both forks we noted
there were no "For Sale" signs on lots. Quite
in contrast to previous experiences. One
attractive home was for sale. It
appeared that it might have been built
by a contractor for sale.

The building of a sewer, which
was included in the original investment
where the county flubbed the deal, will
clean up the whole mess. If sewer
may cost in excess of 2000^{per lot} a lot. It
is the feeling of the officers that
this will come in time. In the meantime
the evidence against septic tanks is too
flimsy to stand for long.

MARK NELSON bought one of these
lots for \$15,000. All other purchasers
were fully informed of problems.
Maybe you could get \$15,000 for your
lot now. Maybe \$20,000 five years
from now. ITS A BEAUTIFUL PLACE THIS

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Yeah when THINGS ~~ARE~~ ARE SO GREEN.
IF YOU WANT ^{TO} ADVANCE THE \$710.00 UNTIL YOU
CAN HANDLE IT WE WILL BE PLEASED TO
DO SO.

I AM ALSO ENCLOSED PRELIMINARY PAPERS
ON THE PLEASANT GROVE LOT. BRUCE & PAUL TELL
ME THAT I CAN GET A QUICK SALE ON MY \$10,000
LOT FOR \$14,000 AND IN A LITTLE TIME IT WILL GO
FOR \$15,000. IN TERMS OF FUTURE APPRECIATION
THEY KNOW OF NO BETTER PROSPECTS. WHEN THE
PAVING IS COMPLETED AND THE OTHER HOMES
START WATERING THEIR LAWNS, I EXPECT VALUES
WILL INCREASE SIGNIFICANTLY - REAL ESTATE IS
GOING UP FAST - THERE ARE NO MORE \$10,000
LOTS AVAILABLE - YOU MAY HAVE REAL ASSETS
IN UTAH VALLEY WORTH \$30,000

Bob KATZ WROTE AN ARTICLE IN THE H.B.R.
YEARS AGO TITLED SKILLS OF AN EFFECTIVE ADMINISTRATOR,
TECHNICAL, HUMAN, & CONCEPTUAL. IN DISCUSSING
IT WITH HIM ON AUGUST HE STATED HE SHOULD HAVE
MADE A BETTER BLEND OF THE HUMAN AND THE
CONCEPTUAL - WHAT I HEAR YOU COMPLAINING ABOUT
IS THE FAILURE OF YOUR KEY LEADERS TO HAVE THIS
ORGANIZATIONAL VISION TO SEE AS THOUGH A
MECHANICAL REALITY THE DETAILED OPERATIONS
OF ALL THE PARTS OF THE ORGANIZING MOVING
IN A SENSITIVE SYNCHRONIZED PATTERN TO
ACCOMPLISH GOALS THAT ARE PECULIAR TO I.A.E.

A BUT FEELING IS NECESSARY TO THIS CONCEPT
VISION & SKILL & IT IS VERY RARE IN ITS MATURE
FORM - I TAKE IT THAT RALPH HAS IT BUT AT
A RATHER MYOPIC QUALITY WHEN EXTENDING BEYOND
HIS DOMINANT MAY BE WITH EXTENDED RESPONSIBILITY

ALB. APRIL 12 '80

DEAR STEVE AND MARGARET

THE WEATHER WAS COLD & WINDY SO WE DID NOT TAKE
OUR TRIP OUT INTO THE HISTORIC RUINS. WE COMPLETED
OUR TAXES, SENT LUCILE \$1000 A THOUSAND WHICH
WE OWED DUE TO UNDER ESTIMATING OUR 1979
INCOME. I'M IN A GOOD MOOD NOW OWING TO THE
FACT THAT WHEN I SAT DOWN TO FILE THE
ESTIMATED FOR 1980, LOT OF MEX. IS DO
GUESSING SO MUCH THAT WE WILL OVER PAY
THE 1980 TAX BY DEDUCTIONS

WE WERE HAPPY TO LEARN LAST NIGHT THAT
YOUR WORK WAS COMING ALONG. GRACIOUS IF
YOU ARE IN THE PROFIT COLUMN AT ALL AFTER
THINKING OVER THE COMPANY AT A LOSS YOU'VE
DONE VERY WELL I'D THINK. WE WERE SPECULATING
ON WHETHER YOU WERE GOING TO MOVE INTO
HUNDREDS HOME WHEN HE GOES TO HOWE
KORB. WHAT WILL HIS LEAVING DO WITH US OF
YOUR RELATIONSHIP WITH THE BUY IN BETWEEN?

I'VE BEEN READING ALVIN TOFFER ^{THIRD} ~~3rd~~ ^{like} ~~like~~
IT ISN'T ^{exactly} ~~exactly~~ LIKE REECH'S 'GROING
OF A MEMENTO'. BUT IT IS AN ATTEMPT
TO JUSTIFY OR PREDICT A CHANGE TOWARD
A MUCH BETTER WORLD THAT WE ^{live} ~~live~~ IN
NOW. THE MULTADJUSTMENTS THAT ARE
FRIGHTENING NOW, ARE FOR THE MOST PART
THE FAILURES OF OUR OLD CUSTOMS &
LIVING PATTERNS SO THAT THE NEW AND
MORE SATISFYING CONDITIONS CAN
COME INTO BEING - A FEW MONTHS
AGO JAMES RESTON, THE SAGE OF ALL
NEWS COLUMNIST, WROTE AS HIS COLUMN
A LETTER TO HIS NEW BORN GRANDCHILD.
IT WAS OPTIMISTIC AND FULL OF PROMISE.
MANY OF THE WORST OF OUR PROBLEMS
ARE THE PRICE WE ARE PAYING FOR ^{putting} ~~putting~~

THE NEW INSTRUMENTS OF POWER IN THE ^{hands} HANDS OF PEOPLE THAT HAVE NEVER LEARNED THE CONSEQUENCES OF THEIR USE. THE MILITARISTS ^{militants} IN IRAN ALONG WITH THEIR LEADER KHOMEINI LITTLE ABOUT INTERNATIONAL LAW OR JUSTICE. THEIR WORLD HAS NEVER BEEN EXPOSED TO THE BIG PICTURE BUT NOW THEY HAVE THE WORLD SPOTLIGHT. AS LONG AS WE KEEP THE TV'S IN THE WORLD GIVING THEM THE SPOTLIGHT THEY ^{are going} ARE GOING TO ENJOY IT. A HUMAN LIFE TO THEM IS CHEAP. WHILE IN AMERICA IT IS DEAR - HENCE A CLASH OF VALUES WHERE THEIR INSENSITIVITIES ^{tend to} TENDS THE SITUATION MORE DIFFICULT.

HOWEVER AS WE SAID ON THE PHONE. ALL WE CAN DO IS HOLD OUR PART OF THE CORD TOGETHER & EXERT A POSITIVE ^{influence} INFLUENCE - FAITH & TRUST IN GOD. I'LL COMMENT MORE ON "THE THROWN AWAY" WHEN I FINISH IT. ~~Margaret~~ I THINK YOUR M.B.A. TRAINING, WHICH IS VERY CONSISTENT WITH ACQUAINTING AN ^{INSIGHT} ~~INSIGHT~~ + PREPARING TO MEET THE PROBLEMS WITH SKILL & COMPREHENSION.

We are ^{enclosing} ~~enclosing~~ A COUPLE OF CLIPPINGS. ONE TELLS YOU, STERE. THAT YOU HAVE VERY MUCH OF THE SKILL IN TODAY'S WORLD. THE OTHER IS A CLIPPING THAT COMES OUT ABOUT THE CHURCH IN THE ALBUQUERQUE PAPER.

WHILE SOON WE ARE VERY INTERESTED IN YOUR HEALTH, HAPPINESS & PROGRESS

Love

Dad

PRATT
MAY 30. 1979

Dear Steve,

THE ONE GOOD THING THAT I CAN SEE REGARDING YOUR FRUSTRATING EXPERIENCE AT WORK IS THAT YOU ARE IN A SPOT TO LEARN WHAT PEOPLE ARE LIKE AS COMPARED TO WHAT THEY ^{"SHOULD"} BE. IT DOESN'T DO A BIT OF GOOD TO SAY NOW "IF" ~~WOT~~ SO WERE SUCH & SUCH. THEY JUST HADN'T AND TO CHANGE THEM IN A TIME SPAN THAT HAS ANY MEANING AT ALL IS IMPOSSIBLE EVEN IF YOU WERE IN A POWERFUL SPOT TO HELP GET THE PROCESS GOING.

I HAVE BEEN FEELING "LIFE IN ORGANIZATIONS" I SUPPOSE I AM SOMEWHAT NAIVE IN IMPUTING A TRUSTING SOUL TO CORPORATIONS. AND YET SURELY SOME OF THE THINGS THAT I HAVE HEARD ~~SURELY~~ ARE THE EXCEPTIONS. FOR EXAMPLE IN ONE INSTANCE B.F. GOODRICH, THAT OLD AND RESPECTED COMPANY WON A CONTRACT TO BUILD SOME ~~BREKES~~ BRAKES FOR AIR FORCE PLANES. THIS IS A VERY SENSITIVE AREA SINCE LIVES AND VICTORY IN BATTLE. THE CONTRACT GRANT WAS IN REVIEWED BY A COMBAT 4 PLATE BRAKE ASSEMBLY. THE FESIONEN OF THIS APPLIANCE WAS A GENIOUS BUT VERY SENSITIVE TO CRITICISM. THE ENGINEER WAS JUST OUT CHARGED WITH

RECEIVED IN THE

CONSTRUCTION & TESTING AND PREPARING SPECS
FOR THE REPORT WAS SIMPLE BUT NOT TOO
FAR OUT OF COLLEGE. THE WRITER OF THE ARTICLE
WAS A TECHNICAL WRITER EMPLOYED BY
THE COMPANY. AFTER ABOUT 16 TESTS,
REPORTED AT THE REQUEST ^{OF} UPPER ECHELONS,
THE DRUMS HEATED TO A DEGREE THAT THEY
BECAME ~~RED~~ RED & SET THE ASSEMBLY ON
FIRE. THE STUDIES SHOWED THAT A FOUR PLATE
ASSEMBLY JUST WOULD NOT CARRY THE LOAD -
YET APPARENTLY OUT OF FEAR OF THE PRIMA
DONNO DESIGNER THE COMPANY OFFICERS
WOULD NOT CHANGE THE INSPECTION REPORT
NORMALLY PREPARED BY THE TOP OFFICE
WAS PASSED DOWN TO THE YOUNG ENGINEER
AND THE WRITER OF THE ARTICLE. THEY
WERE FORCED TO FALSIFY THE INSPECTION RE-
PORT & SHOW THE TESTS AS SUCCESSFUL. THE
ORDER WAS DELIVERED. THE WEAKNESSES
WERE SO OBVIOUS THEY WERE DISCOVERED
BEFORE ANY LIVES WERE LOST. THE
WRITER & THE YOUNG ENGINEER TESTIFIED &
WENT TO THE F.B.I. ALL THE FACTS WERE
RECORDED IN A PROXY PRO HEARING.
BUT GOODRICH BUILT & SUPPLIED FIVE
PLATE DRUMS. THE WRITER & THE ENGINEER
WHO RESIGNED GOT GOOD JOBS OUTSIDE THE
COMPANY AND THE TWO NEWER ENGINEERS

FRAGMENTATION PROCESS FROM ABOVE.
WE'RE MOVED UP IN THE COMPAW. THE
TWO MEN (UNDERLINGS) WHO WROTE THE TORONTO
REPORT BEFORE SO REPORTED THE WHOLE
FILE TO THE SENSITIVE DESKMAN WHO WAS
AT THE BOTTOM OF THE GREAT FRAUD.
HE LAUGHED AND TOLD THEM TO GO AHEAD
AND DO WHAT THEY WERE TOLD BUT TO
KEEP AN SYA FILE - OR AS HE YOURSELF.

MY REASON FOR GOING INTO GREAT DETAIL
ON THIS SUBJECT WAS SO THAT YOU WOULD
KNOW THAT QUIT BANK IS NOT THE ONLY PLACE
WHERE THEY HAVE EXCUSES TO PRESENT ^{THEIR} REASON
ABERRATIONS OF HUMAN BEHAVIOR - FOR
HEAVEN'S SAKE IF YOU EXMIT OR OTHERWISE
TO STAY OBJECTIVE, KEEP A MIND - IT
MAY BE USEFUL SOME TIME.

I'VE ENJOYED TEACHING THIS CLASS
VERY MUCH - SOME OF THE KIDS HAVE BEEN
SURPRISINGLY ^{LITERATE} ~~CONFIDENTIAL~~ - I BELIEVE
THE KIDS SPEAK "LANGUAGE" A LITTLE
MORE THAN THEY DID IN 1957 WHEN
I TAUGHT BEFORE. SO YOU'LL GET SOME
LOOK AT THE SUBJECT MATTER COVERED
AND RESPONSE TO IT I'M ENCLOSED A
TAKE HOME EXAMINATION AND A RESPONSE.

TO IT - Remember these are under
6 minutes - This paper was written
by Jill Penning, a senior girl she
works in a family business that
runs several music stores & L. Provo
Logan - She wants to be a manager,

The field is very relevant
but it is a slow process but overall
there has been will be significant
progress, although at times it appears
spotty, I've got to go - your mother
wants us to cut the lawn

Love

Dad

FRIDAY noon
Phono, Utah.

Steve,

As I examined the memo with the men whom you supervised mentioned, two true stories come to me, both of which are relevant to your relationship with these men. Some years ago we had Sam Batistone on the campus as Executive Lecturer. Sam was the young and vigorous promoter, builder and President of "Sambo's" ^{RESTAURANT CHAIN.} His father was the cook and the food expert. At the noon luncheon in the President's Room where we had all the brass from the Smoots present Sam described his business. Included in his statement ^{was} that he could move into a four corner area with me towards and two other popular chain restaurants on the other three corners and within year he could have a 50% share of the market. I didn't buy this 100%. But he was sincere in his statement and there must have been some basis for his view. Later in the luncheon I asked him if he had to name one quality which gave him a competitive edge what would it be. He thought a moment and said "I can reduce this force to one fact, if Harvey (the phono man of Sambo's)

(over)

RAN OUT OF A VERY IMPORTANT INGREDIENT OR SUPPLY WHICH HE COULD NOT REPLACE LOCALLY AND WOULD HAVE AN EFFECT ON HIS VOLUME, HE KNOWS THAT IF HE CALLED ME PERSONALLY ON THE PHONE THAT IF NECESSARY TO MEETING HIS NEEDS PROMPTLY, I PERSONALLY WOULD BE ON THE ROAD WITH A TRUCK FROM SANTA BARBARA, EVEN IF IT WAS TWO A.M. THIS RELATIONSHIP MAKES THE DIFFERENCE."

ON TWO OCCASIONS ONCE IN CAMBRIDGE AND AT ANOTHER TIME IN NEW ORLEANS I TOOK A BOATING FROM THE OTHER DIRECTORS ON THE BOARD OF AMM'S'S COLLEGE SCHOOLS OF BUSINESS WHEN I TRIED TO GET BUS. RESPONSIBILITY TO SOCIETY PUT ON A HIGH PRIORITY LIST FOR PROGRAM BLDG. I WENT TO N.Y. CITY ON THE WAY HOME FROM NEW ORLEANS AND ENDED ON THE SHOULDER OF JIM HAYES FORMER DEAN AT DUCQUESNE AND THEN ^{AND STILL} PRESIDENT OF THE AMERICAN MANAGEMENT ASSOCIATION. WE DISCUSSED THIS WHOLE CONCEPT OF TRUST & ACCEPTANCE ETC. HE GAVE ME A QUOTE WHICH HE THOUGHT PUT THE SUBJECT IN AN INTERESTING FOCUS. "WHEN I LOVE YOU I TEACH YOU THE ART OF A SUBJECT, WHEN I TOLERATE YOU I TEACH YOU THE TECHNIQUE" SEE THE FULL IMPLICATIONS? I MADE MY CASE ON PRIORITIES IN CORRESPONDENCE WITH JOHN HENNESSY DEAN AT AMOSTUEK AND V.P. AND PROGRAM CHAIRMAN FOR FOLLOWING YEAR. HE COMPLIMENTED ME HIGHLY JOINED WITH ^{IN HOLLYWOOD} A. THE TOPIC WAS GIVEN #1 PRIORITY AND BECAME THE THEME OF THE ANNUAL MEETING IN LOS ANGELES '75 YOU HAVE THE NATURE AND CAPACITY TO RESPOND POSITIVELY IN

Photo, et.
May 11 1979

Dear Steve,

I've been thinking about your SITUATION a great deal lately. Certainly you are the victim of a great conflict between your expectations and the reality by which you have been temporarily captured. As I view Ralph and his "Guy Gagnon" ~~characteristics~~ ^{characteristics} ~~is~~ ^{ies}, he at least uses a portion of Herzberg's motivations by focusing on the task and achievements directly related thereto. Although he appears to have all the faults in the social category. But the significant aspect of Herzberg's contribution in your case is that ~~he~~ ^{he} lists "Learning" as one of the "Motivators". Learning is a very rewarding experience. Now according to Chris Argyris, when men have meaningful experience in their work, they find other avenues for their creative activity. ~~Some~~ ^{Some} most of them are off the job and some of them may be against the organization's best interest. Although this is not necessary. In your case I would think there may be some congruence ^{to your learning of the job and your work} ~~the~~ ^{the} ~~human~~ ^{idea} problems and discards as relating to people is a comparatively new field. Yet there is much that is written about it. There is probably ~~danger~~ ^{danger} in a person getting the ~~idea~~ ^{idea} that it is more important than

IT REALLY IS - IF ONE IS CONCEPTUALLY SKILLED, HOWEVER, HE IS ABLE TO FOLLOW THE HUMAN INFLUENCE AND ~~equation~~ ^{equation} INTO EVERY AREA OF HUMAN INTERACTION, BE IT ACCOUNTING, MARKETING, SALES OR WHAT HAVE YOU. AND SEE IT IN ITS APPROPRIATE PERSPECTIVE IN RELATION TO ITS SETTING. BUT NOW LET ME QUOTE FROM JOHN K. GALBRAITH, "THE AGE OF UNCERTAINTY" PH. (SEE INSERT)

GALBRAITH QUOTING KEYNES MAY SAY SOMETHING YOU WILL ACCEPT ONLY WITH TONGUE IN CHEEK. YET THEIR VIEWS MAY HAVE SOME MERIT. THIS FIELD ^{OF ORGANIZATION BEHAVIOR} HAS JUMPED FROM PLINKER TO PLINKER. EXISTING GENERALIZED GENERALIZATIONS HAVE HAD TO BE STORED UP BY CONTINGENCIES AT EACH PLINKER ^{plateau} WITH NEW LEVELS HAVING BEEN ACHIEVED, ONLY TO HAVE THE PROCESS REPEATED OVER AGAIN. BUT THIS IS ~~the~~ ^{the} WAY ALL PROGRESS IS ACHIEVED. AND IN ADDITION THE PROBLEMS OF OVER SIMPLIFICATION THERE IS THE OLD QUESTION OF KNOWLEDGE VS. SKILL. MOST PEOPLE GET ~~the~~ ^{the} IDEA IN MIND AND GIVE IT WHAT THEY CONSIDER A GOOD ~~try~~ ^{try} AND IT DOESN'T WORK. ~~But~~ ^{see} THEY ~~see~~ ^{see} AMPLE EVIDENCE OF CONFLICTING IDEAS SUCCEEDING ALL AROUND. WHAT THEY DON'T REALIZE IS THAT THE CONCEPT AND ITS APPLICATION IS MUCH MORE COMPLEX THAN THEY HAVE PERCEIVED IT IN THE FIRST PLACE, AND IN THE SECOND PLACE, LEARNING TO APPLY IT SUCCESSFULLY ^{requires} ~~requires~~ AN ENTIRE APPROPRIATE ENVIRONMENT, WHICH IS GREATLY INFLUENCED BY ~~the~~ ^{the} LEADERSHIP, AND MAY BE AS DIFFICULT AS LEARNING TO PLAY AN ACCEPTABLE GAME OF TENNIS.

BUT WHAT I AM GETTING AT IS THAT YOU
ARE IN A BEAUTIFUL POSITION TO LEARN
AND ACQUIRE GREAT MATHURDY IN THIS
FIELD FROM OBSERVATION, EXPERIENCE
AND READING

IN THIS CONTEXT I AM SENDING
YOU TWO OR THREE BOOKS THAT
INCLUDE "WHAT PHILOSOPHERS ARE SAYING
TODAY" YOU MAY NOT HAVE MUCH TIME,
BUT ~~brush~~^{brush} UP ON YOUR BASIC READING
SKILLS. THEN WHEN YOU HAVE READ,
COMPARED WITH SOME OF YOUR
EXPERIENCED & PEOPLE, WRITE TWO
OR THREE PARAGRAPHS ON YOUR
REFLECTIONS.

THE FIRST BOOK I AM SENDING
IS "THE GREAT JACK ASS FALLACY"
BY HARRY BRUNSON. YOU SHOULD
READ WITH SOME INTEREST - CHAPTER
7. "PSYCHOLOGICAL ROOTS OF MURDER
FAILURE".

LOVE

Dad.

Tuesday March 27, 1979

Dear Steve:

I JUST RAN ACROSS SOME NOTES THAT I TOOK AT A SEMINAR ON ORGANIZATIONAL BEHAVIOR THE OTHER DAY - FROM THE DISCUSSION LED BY PAUL THOMPSON:

"ACCEPT THE FACT THAT EVERYONE IS GOING TO BE FRUSTRATED EXCEPT THE GUY THAT MAKES IT TO THE TOP" PAUL IMPLIED SOMETHING SHOULD BE DONE TO AVOID THIS SITUATION. HIS EXAMPLE OF THE MAN AT THE TOP WAS WILSON. -- "WHAT CAN YOU DO WITH MEN WHO HAVE EXPECTATIONS IMPOSSIBLE TO SATISFY?"

"..." SHOULD A MAN SPEND HIS TIME STUDYING ON "HOW TO MANAGE THE MANNERS?"

"-- RATHER TO THE SUPERVISOR..." HE CONCLUDED THIS WAS A "TAUGH ONE" HE HAD AN ARTICLE IN THE LAST 'EXECUTIVE' MAGAZINE TITLED "BREAKING DOWN THE PYRAMIDS." I WISH THAT I HAD READ IT

NOW. TO SHOW HOW COMPLEX THIS ^{OR} PROBLEM IS - I HAD JIM PETERSON (FORMER INDUSTRIAL RELATIONS MANAGER FOR LITH COOPER) (NOW ACTING ON CASE TAKING PRESIDENT EMMERSON WITH THE RESPONSIBILITY OF PUTTING WEST MINSTER ON SOUND FOOTING) COME INTO MY CLASS - HE'S NOT ONLY A HIGH SCHOOL EDUCATION - FOR 15 YEARS HE HAS BEEN THE GO BETWEEN FOR LABOUR & MGT AT KENWOOD. HE'S, IN HIS OWN WORDS "HAVING A BALL" AMONG OTHER THINGS HE EMPHASIZED GETTING OBJECTIVES THAT ARE ACCEPTED BY BOTH MGT. AND THE EMPLOYEES AND AN OPEN CHANNEL OF MUTUAL ACCEPTANCE BETWEEN BOTH EXMP. HE

he even drew a picture of this point of
convergence on the board - Saturday
I had one of the teachers call and
ask to come down and see me. She
brought another department head with
her. It seems that Peterson in a present
that had been discussed with no one
before the faculty and across the board
7% raise. (They had requested no raise
so they could win points with the public and
the students ~~show~~ evidencing a sincere
dedication to the school's restoration to financial
soundness) In a subsequent meeting when the
faculty called his attention to this. He shrugged
it off indicating that they didn't know
their best interests. In the same presentation
he announced that the committee would be
an escape clause ~~which~~ which provided for
a release from responsibility for providing
the position if the enrollment did not
meet expectations. The third comment:
"We are not respected or listened to." "He
is sensitive to the public - the board and
the students. But he says Ph.D's are
in abundant supply and neither one's
nor listens to the faculty." I would
guess that he sees himself as a great
benefactor of the faculty and is
quite unaware of their attempts to
to speak out - He may fail if the
faculty leaves in great ~~abundant~~ numbers -
The field of organizational behavior
defies any generalizations that have
any discrete qualities or that are
permanently skill in the field can come
only from intuition and seasoned wisdom
with some limited insights conveyed by

Reading, Study & Reflection. Now this
latter process which has been in my
mind since which ~~precedes this~~
involves this mentality is indeed in
short supply

Well, enough of this. I don't
mean to get so involved. Your
mother will send me and I will be
of the order of some of the talking.
So go on yourself accordingly.

I'm sorry about the lot that we
talked about. Dad went to an opportunity
talk in S.C. and decided to have a
business build on 5 of these lots that
he planned to sell for \$18,500. He had
already sold 2 so he only had
one for me and needs his money
right away. No time to sell
another lot. I'm borrowing \$18,500
with the P.G. lot as additional
security. Will look for other
opportunities and be in touch.

The processed form for ^{the} the new
~~will be mailed to us.~~ ~~is enclosed.~~ Also a report from
covered bridge. We have a intention
this week from Tennessee - time to
get the taxes done and to work in the
garden.

We always like to hear the
latest

Love to all
Dad

We just went down to Taco Time
 and sat at the same table as
 Alan Palmer who was on a French
 mission the same time as you were.
 He sent his regards. He is Editor
 of Alumni Paper & works in Public
 Relations

1861 O. A. V.

② Second fold

AEROGARME
 VIA AIRMAIL
 PAR AVION

Alvatale 2088

M. S. W.

Therman

Mr. & Mrs. Stephen S. Taylor
 17 Linden St.

USA 22

John Lane
 Ohio, Utah
 84601

Dear Steve, Margaret, Phoebe and Jacob:

I haven't heard from you, except for the picture, last week, for sometime. Do hope all is okay. We love the picture. It is so good of all the children. We have enjoyed showing it off. We had the 8th Ward group this past Monday and they all commented favorably on it.

Dee and family are coming tomorrow. They first told us to meet the four o'clock plane but this morning Shana called and said they are coming earlier and will be here about 11:45. It will surely be nice to have some family around and we are looking forward to our week together. We only hope it will warm up a bit so the children can play out. The past few days haven't been bad.

We had planned to hike in the morning, leaving about ten o'clock but now we think we'll go at eight and hike for a couple of hours. Dad and I found a pretty good hike this past Saturday when we parked at the Community Press and found the old tracks that go up the Canyon. Ultimately this is where the trail up the canyon will go. The wind chill factor was something and we didn't put our thermals on since it seemed reasonably nice at home. We walked two miles and turned around and came back. We walked to the Murdock Diversion Dam and hope to start there in the morning and go a couple of miles and back. We shall see. The Paxman's don't like to go that early in the winter, but have agreed to meet us at eight o'clock. ~~They~~ They have to go to Logan sometime during the day to stay the weekend with Carol and Marion.

Dad is still ~~going~~ going great guns on the River trail. Has been to a couple of meetings this week and is going to a State meeting this afternoon.

Dad has taught three classes and seems to be enjoying it. He has ten students. I think only a couple of mormons. He has surely prepared well and is reading all the time.

Speaking of reading, Margaret, I am on the third book of the Raj Quartette and have thoroughly enjoyed reading about the British, in India, during the 1940's. I also secured a couple of the others that you suggested. Dad is reading Far Pavillions and is enjoying it. It is such a long book. One thing about Paul Scott---have you ever seen anyone who can keep track of characters like he can? It is very interesting the way he weaves them in and out of all his books.

The Iranian question seems to get increasingly worse. One wonders what the final outcome will be. The country must be in turmoil and people must be really frightened. I hope all the Americans get out though I wonder why they've stayed this long. Dad and I wonder if the Egyptians will get gung ho for an Islamic Republic and topple things.

The Kiwanis had a lovely Valentine Party for their wives on Wednesday night. The dinner and entertainment was very nice. We thoroughly enjoyed ourselves. We went with the Romney's.

The Utah-B YU game is tomorrow night and Dad Dee is quite hopped up about going with Dad. It is being televised so Shana and I can see it at home and take care of the children. Utah's main man got a double concussion last game and will not be able to play. He is their star--Danny Vranes is his name, a S.L.

We finally got a card from Barbara and Bri which I haven't answered yet. They are nicely located and can walk to everything. Perhaps I've already told you this. Dad wants to get a taco so will bring this to an end. Hope all is going well.

XXXXXXX

Love, M. & Dad (over)

WELDON J. TAYLOR

FRIDAY
JAN 26

DEAR JACOB.

ALTHOUGH YOU HAVE BEEN GONE NEARLY
A MONTH WE STILL REMEMBER HOW MANY THINGS
YOU DID THAT LET US KNOW THAT YOU WERE A
GOOD AND A SMART GUY. EVEN WHEN IT WAS
VERY COLD WHEN YOU GOT TIRED OF DOING THINGS
IN THE HOUSE YOU BUNDLED UP AND WENT OUT
IN THE COLD & BUILT SHEDS AND THINGS - YOU
WEREN'T GOING TO SIT AROUND IN THE HOUSE
LIKE A DO-DO.

WE ALSO REMEMBER YOU SITTING DOWN FOR
HOURS TO DRAW PLANES & HELICOPTERS AND
THINGS LIKE THAT. YOU REMEMBERED EVERY
PART AND PUT IT IN ITS RIGHT PLACE ON
THE AIRPLANE. YOU WERE ABLE TO
DRAW MANY DIFFERENT DESIGNS. AND
YOUR SWIMMING AND DIVING FROM THE
HIGH DIVE WERE REALLY SOMETHING.
WHEN YOU COME NEXT AUGUST WE HATE
YOU WILL BE ABLE TO CATCH A BALL
25 OUT OF 25 TIMES.

WE LOVE YOU VERY MUCH & WANT YOU TO
COME AND STAY WITH US AGAIN LIKE GRANDPA.

WELDON J. TAYLOR

Friday
JAN. 26

Dear Phoebe

I have recalled many times since you left what an unusually fine girl you were and how much we enjoyed having you stay with us. As I told you when you were here how happy we are that you are smart in school. We are even more happy to observe that you are GRACIOUS, KIND AND UNSELFISH. For these qualities people will love you and you will have many friends.

We saw that you have ~~also~~ ^{also} excelled in skills - in making your body and limbs do what your mind wants them to. To achieve skills requires patience and practice. You have been ^{so} successful in achieving skill in swimming that we are sure you can do the same in playing the piano - Being able to play the piano will bring you many hours of joy and much happiness with friends. We love you so very much and can hardly wait until we can see you again.
Grand Pa.

Four Well-Known Provoans Write Hiking Text for Utah Valley Trails

By THERON H. LUKE

Four well-known Provoans have written a not-so-well-known little book, which should be better known.

If you are a hiker, a would-be hiker, a serious hiker, or a chicken-hearted hiker, you should know about this book. If you are any of these you should have it, and you can get it at bookstores and sporting goods stores.

The authors are Shirley and Monroe Paxman and Gayle and Weldon Taylor. The book is "Utah Valley Trails."

It is, to quote the title page, "a hiking guide to the many scenic trails around Provo, Utah." It is the product of a hobby of several years duration in which the two couples have hiked together at least once a week, year round, regardless of weather. Again from the title page, "They hike the trails of Utah Valley in rain, sleet, snow and sun, and have come to know and love the many beautiful trails in this area. They recently completed a walking tour of England, enjoying English countryside and gaining an appreciation for the miles of public footpaths that are preserved for the walkers and hikers of England. The Taylors recently returned from South America where they did some hiking in the mountains of Ecuador."

The book contains useful, practical tips on hiking, for anyone from the experienced to the novice. Safety tips are stressed. And details are given on 43 trails in Utah Valley — mileage, steepness, how to get there, and a description of the trail and what a hiker will find.

In some cases, hand-drawn maps are provided. The book is illustrated with striking scenes taken along many of the trails.

The following areas are covered: Timpanogos area, a total of 16 trails; Provo Canyon, three; South Fork of Provo Canyon, five; Rock Canyon, four; Y Mountain, Slide and Slate Canyon, four; Hobbie Creek Canyon, seven; Payson Canyon, two; Battle Creek and Dry Canyon, two, and the areas of

Provo River and Utah Lake.

It is interspersed with delightful little quotes from various authors on hiking, including Ralph Waldo Emerson, Oliver Wendell Holmes and Albert Einstein, plus several lesser known but equally perceptive.

Monroe Paxman has been a juvenile judge, attorney and is now a law professor at BYU. His wife Shirley is well-known for her authorship of half a dozen books on family life and LDS activities. Weldon Taylor is retired dean of the BYU College of Business. His wife Gayle has apparently followed him all over the mountains of Utah Valley, England and Ecuador, which should be enough.

The comments by famous and lesser-known people on hiking are interesting, but the best thing in the book was written by Weldon Taylor in the introduction. Entitled "The Joy of Hiking," it certainly bears quoting:

"The time that it happens varies with the mood and the setting. But at some moment during a hike in the mountains, the majesty of the cliffs, the beauty of the foliage and the landscape achieve a breakthrough. Indeed, at a point about halfway between restlessness and exhaustion, tensions are forgotten and one identifies with the splendor of nature. At this moment consciousness becomes the sum of a series of transforming perceptions.

"The majesty of the towering crags brings strength to the spirit. The radiance of the fern and the columbine quickens the awareness with a sensation of resplendent beauty. The serenity of the landscape scented with the fragrance of the sage and heightened by an occasional jet stream streaking the sky, inspires an attitude of timelessness. The drama of nature's eternal game of survival quickens the impulses when two evergreens are observed to out-distance the scrub oak and aspen, and soar into the sky competing for the direct rays of the sun.

"This identity transformation can only be achieved when experienced with the joy of hiking, but once achieved, the peace of the spirit endures."

September 27, 1978

Dear Stever Margaret, Pheobe and Jacob:

So nice to return from Lake Powell and find your letter waiting and also to find another one in the mail today. Had thought I'd get a letter written this morning but had to get my hair done, do some shopping and go to a luncheon at Barbara Jacobs' today. I am home and waiting for Dad to come in order that we can go to a trails meeting at 3:30, so thought I'd at least get a letter started to you.

Can't tell you how spectacular the Lake Powell area is. I know this, I hope you can come at a time, some year, when we can all get together (our immediate family) and spend three days on Lake Powell. Can't imagine why we didn't go years ago. You will never see such magnificence, splendor and powerful scenery anyplace. The seven children, of your grandfather and grandmother Taylor, and their spouses had a wonderful time together. The only children were Uncle Bob's ~~xxxxx~~ two youngest and Uncle Richard's seven year old. It was quite enjoyable having them present. We all slept and ate on the houseboat-----The Holdway's and the Phillip Taylor's slept on their motor boats which were attached to the houseboat each night where we docked for the night. It was usually where we could do quite a bit of hiking the next morning. We drove home via Capitol Reef and enjoyed the lovely color on the mountains.

We are really looking forward to Phoebe and Jacob coming on the last of November. Dee, if he isn't taking a treatment, and Shana hope they can stay a couple of days with them/ before coming to us. Congratulations, Phoebe and Jacob, on your excellence in swimming. If we ever, all of us, get to Lake Powell, you will be able to go swimming in the beautiful lake. Grandpa enjoyed a swim each morning and the family marvelled at his ability to swim so far.

Haven't heard from the Paxman's but they have been gone two weeks Friday night. I am quite sure they spent two or three days in Cambridge with John and Sue.

STEVE, I SUPPOSE THE ~~WATERSIDE~~^{WATERSIDE} YOU ARE IN NOW WILL BE AS MUCH OF A TEST TO YOUR ABILITY TO KEEP YOUR COOL AS ANY YOU HAVE HAD OR WILL HAVE FOR A LONG TIME. YOU HAVE THE ABILITY TO COMMUNICATE WITH RALPH IN THE CONTEXT OF HIS LANGUAGE, ASPIRATIONS AND GOALS KEEPING THE OVERALL GOALS OF SITCORP AS A BASIC AND UNDERLYING RESOURCE FOR YOUR OWN CONTRIBUTIONS. YOUR COMMUNICATIONS AND CONTRIBUTIONS WITH TAYLOR CAN ALSO BE OF A SUPPORTIVE & COOPERATIVE NATURE WITH EITCORP'S INTEREST AS YOUR FULCRUM FOR LEVERAGE. BY KEEPING THE BEST FOR EITCORP IN MIND AS IT RELATES TO THE INTEREST OF

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22c

Mr. and Mrs. Stephen D. Taylor
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Masman,
N. S. W.
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AEROGRAMME
VIA AIRMAIL
PAR AVION

② Second fold

Additional message area

each of these men, you establish yourself
on a broad foundation and do not have to
show disloyalty to either - unless one is affected
with an administrative malice born of selfishness.
I fear that I sometimes overplay the acceptance and trust
concepts. As powerful and underlying as these great
forces are, one must be competent with at least a
defensive skill where manipulation, intimidation
and craftiness are involved. may be some of these
combinations will be indispensable to the running
of the administrative machinery in fact so the more
existing forces can be used but their use should be
be kind of delegation to a sound cause and not selfishness

Be careful how you talk to you
Associate about these men

love - pnd

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Additional message area

AN ATTITUDE OF "SHAKING IN AN EXCITING GAME"
RATHER THAN HANDING DOWN "AUTHORITATIVE
EDICTS" WILL BE "MEASURES AND GOALS THAT
EMERGE AS A RESULT OF JOINT ACTION INTO
ARTICULATE FORM. THESE SPECIFICS WILL BE AS
MUCH FOR THE PURPOSE OF PROVIDING SATISFACTION
TO THE LEADER^{FOR ACHIEVEMENT} AS TO PROVIDE THE LEADERS
GUIDES TO CONTROL. JUST A LITTLE ROUGHNESS FOR
YOUR THINKING - Love Dad.

FRIDAY OCT 20.

Dear Steve:

WHILE SWIMMING THIS A.M. I WAS
THINKING OF YOUR "PRELIMINARY PLAN -
DEVELOP GROUP, NORTHERN DIVISION". I GOT

A "REVELATION" TO WIT: ⁽¹⁾ THIS WAS AN
APPROPRIATE STEP - THE LEADERS HAD
BEGUN THE PROCESS OF ESTABLISHING GOALS
+ DESCRIBING THE PATH THAT MUST BE

FOLLOWED ⁽²⁾ MOST APPROPRIATELY IT WAS
LEFT OPEN - GOALS IN PROCESS, SO TO SPEAK.

⁽³⁾ MOST ASSUREDLY THE LEADERS MUST
BRING THE MEN INTO THE PROCESS OF
SHORING IT UP TO THE LEVEL OF
"CRISP, SPECIFIC DELINEATIONS" ⁽⁴⁾ IN THIS

PROCESS THE LEADER WILL BUILD RELATIONSHIPS
WITH THE MEN THAT ARE RICH IN "OPENNESS"
"TRUST" "FAITH IN THEM" "PERSONAL INTEREST"

⁽⁵⁾ AUTOMATICALLY, AS A PART OF THIS WITH
THEM WILL BE KIND BUT STRONGLY IMPLIED
"EXPECTATIONS".

⁽⁶⁾ ALSO WOMEN INTO THE FABRIC OF THESE
DELIBERATIONS WHICH ARE CHARACTERIZED BY

DEAR STEVE:

Sept 15 (ATS)

AGAIN, LITTLE MATERIAL TO STIMULATE YOUR THINKING PROCESSES: FROM MY PERSPECTIVE, AGAIN I CAN SAY, WHAT AN OPPORTUNITY FOR LEARNING! JOHN GARDNER IN ONE OF HIS ESSAYS CITES THE NEEDS FOR "SHARED LEADERSHIP". THAT DOESN'T MAKE BUILDING RELATIONSHIPS IN A NEW CONTEXT WITH JOHN RUMBLE, RALPH KRAVITS & TAYLOR ANY EASIER. BUT SUCH SKILLS AS BUILDING TRUSTING AND FUNCTIONAL RELATIONSHIPS IS AN ESSENTIAL AND VERY VALUABLE SKILL - I AGREE, THIS PLAN PUTS THE CHALLENGE ON TAYLOR TO COORDINATE, ~~AND~~ HARMONIZE AND KEEP MAJOR OBJECTIVES ANTICIPATE, CLEAR, & EXCITING. HE'S PROBABLY LOST SOME SLEEP OVER KRAVITZ. BUT BECAUSE OF KRAVITS (1) SKILL (2) CONNECTIONS, HE MUST KEEP HIM COMPARATIVELY HAPPY & RECOGNIZE HIS STRATEGIC POTENTIAL. AS YOU SUGGEST IF HE HAS A TRUSTED & SUPPORTING LISTENER IN HERCHFIELD [IS HE THE NEW YORK CONTACT?] HE MAY SWING IT. MAYBE THIS IS THE MOST SIGNIFICANT AREA OF HIS CHALLENGE. THE RELATIONSHIP CAN BE EITHER SYNERGISTIC OR DEBILITATING. YOU PERSONALLY CAN SHOW YOUR OWN LEADERSHIP POTENTIAL BY MAKING IT SYNERGISTIC. AGAIN I WAS IMPRESSED BY TAYLOR'S ACCEPTING, POSITIVE, CONCERN FOR THE PERSON ATTITUDE AS REVEALED BY HIS WRITING.

NOW THAT YOU HAVE RESPONSIBILITY THAT INCREASES MOTIVATION OF MARKETING STAFF YOU SHOULD

Review Herzberg's "One More Time" - How do you motivate employees - Visible work challenges which can be objectified & measured, AND Freedom to innovate as per Herzberg are basic. But there is another dimension which is not a part of Herzberg. That is the influence of leadership as it relates to how the leader is viewed as a person. Here personal trust & mutual confidence are important. The leader's ability to articulate & project positive expectations. To develop a relationship with the person in whom listening is genuine and his thinking becomes a significant part of the goal and management fabric. I keep asking

Are you aware of how leadership can influence behavior? Do you want to "fire" too soon? Dave Kennedy built First Continental by believing ⁱⁿ trusting his people.

Too bad about the bad publicity. Porter might have avoided some if he had reported the facts appropriately. This kind of environment should put a high premium on personal integrity. Visited San Francisco with Dee. Offices on 29th floor, Wells Fargo & view spectacular. I'd work there for nothing. Mass the guy in charge reported earnings for Citibank way ^{up} last quarter and also way ahead of BoA. Dee reports Ecuador back on its feet & functioning effectively. Looks like only Australia is sick. Looks like Dee will work at intermittent periods during treatment for your friend from Berlin.

John Reed got a double page four color spread - courtesy Scientific American p 28 & 29. Sept Oct H.B. Review. He has tremendous skills as applied to the internal - what about the people concept and the

social & public relationships so important to leaders at this level? - Reading "Watch out for chemical reactions at the top" - Fortune Sept 25, p 92 would provide you with some enjoyment and also suggest your contribution at this point of your interest. Love Dad

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② Second fold

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222

Additional message area

August 21, 1978

Dear Steve:

I have to read ~~Taylor's~~ Taylor's memo of August 7th through the lens that has been conditioned by your views as expressed to me in the past. If I didn't I'd be forced to admit that it makes a lot of sense to me. Indeed it makes me wonder if you haven't been somewhat over-critical in seeing the so called "mess" through a lens that has been somewhat colored by the perfectionism when applied to the micro goals and micro ~~measures~~ measures which are also somewhat biased by the personal qualities of the leader of the operations division. Any success that operations has in terms of its own finesse and high scores is bound to be short lived unless it successfully supports a market position. As we move away from the jungle, vindictiveness and fear should play a continually smaller part in the leadership mix yet your feelings, your strategy and possibly your actions have been significantly influenced by this negative motivation. Unless the technical organizational competence and high standards of performance are so much in short supply that they are indispensable to the maintenance of the structure, I would favor a tradeoff in the direction of leadership which was more "conceptual" and less "divisional."

It appears to me that Taylor's memo has these favorable qualities. I wouldn't think that the positives on which he builds are totally without credibility. His simple, direct and open writing style is impressive. I see nothing devious. The manner in which he treats the conflict between operations and marketing is honest. He doesn't gloss over it. It is true. Yet it doesn't make anyone who has the best interest of the company mad. If his optimism is entirely without credibility and has no basis, you are in a better position to ~~make~~ judge. Yet it is the position that leaders have to take. His leadership will be judged in part as he sits down with each of his men and is able to be sufficiently positive, articulate and with adequate listening skills, ~~to~~ make each man understand ~~how~~ how he is or can individually be a part of this success pattern.

The top man's job is tough. It is too easy for the man down the line with his microscopic closeness to detail to see enough flaws to crucify the leader. Yet put this same individual at the top where the public, top management and all (not one) divisions are expecting fairness and soundness as they perceive it. He may find his cocksureness somewhat frustrated. I don't know where Ralph fits. We have discussed his divisional myopia before. Maybe under the circumstances, it was the only view possible. But it would seem to me that if he had appropriate leadership and conceptual skills, some of it would spill over into ~~marketing~~ marketing for the good of the firm, rather than to create a cleavage between the divisions.

As I have said, I am speaking from fragmentary knowledge. At least I can supply grist for your own thinking. But for what it is worth: If you choose to stay with I.A.C., or while you are there, I hope you can give Taylor the support he honestly openly and positively asks for. And this without imputing any discredit to the great contributions and skills of Cravits. This may sound like a perfect conflict, yet it is not. It's accentuating the positive with an emphasis on those values that are higher, involve more people and are more ~~enduring~~ enduring. Each day's decisions and programs based on narrow margins of difference, ~~are~~ of an intangible and, if you will, even a spiritual difference are becoming more and more a part of the world.

Love,

Dad

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Additional message area

Judgment to discern those men
if there are any who cannot respond
and will have to be replaced or shifted. I
grant what I said is superficial - but
maybe it can be a first for your thinking
processes. Thank God for your & her kind
family which will help you to keep your
balance & let you look at the problems from
the objective perspective of the outside.

Lovie

Dad

TUESDAY
AUG 15

DEAR STEVE

THANK FOR SENDING ALONG THE NOTES ON
THE RETREAT. CERTAINLY THERE IS SOME ^{DIVERSITY} ~~DIVERSITY~~
APPARENT - BUT I CANNOT JUDGE HOW MUCH WISDOM
FROM WHERE I SIT I CAN'T HELP BUT MURMUR AT
THE HIGH OPPORTUNITY TO LEARN. WHAT A BEAUTIFUL
TOPIC FOR A CASE "WHICH CLEARLY OBJECTIFIES
THE SPECIFIC NEED FOR LEADERSHIP". AS I READ
THE ~~ENTRIES~~ ^{ENTRIES} IT APPEARS THAT THE PEOPLE ARE
EAGER AND YET TENTATIVE ENOUGH TO GRASP
THE OPPORTUNITY TO FOLLOW SOME ONE WHO WILL
HONESTLY HEAR THEIR VIEWS AND FIT THEM
INTO AN ARTICULATE PATTERN THAT MAKES SENSE.
SUCH A PERSON MUST BE SMART ENOUGH TO TRULY
UNDERSTAND EACH PLIGHT ~~AND~~ THE PERSON AND HIS
PROBLEMS AND YET CONCEPTUALLY ABLE TO PUT
THEM IN THE CONTEXT OF THE WHOLE OF
I. A. E. AND ITS MAJOR OBJECTIVES. SUCH
A PERSON MUST BE UNSELFISH ENOUGH TO PROJECT
THE ATTITUDE THAT HE WILL SHARE WITH THEM
IN THE FRUITS OF PROGRESS. HE MUST BE A
PERSON WHOSE ^{PERSONAL} INTEGRITY IS UNIMPEACHABLE.
HE SHOULD EVIDENCE (OVERTLY) FAITH IN THE
POSSIBILITIES OF SUCCESS AND HAVE THE
EMOTIONAL OR SPIRITUAL IMPACT TO
HAVE OTHERS SHARE IT WITH HIM. YES,
AND I SUPPOSE HE SHOULD HAVE THE

**AEROGRAMME
VIA AIRMAIL
PAR AVION**

Australia 2088

Additional message area

Additional message area

Have been forced to face - Each situation requires a unique solution - Even God condoned the murder of LADY. And maybe RALPH is the best solution for CITIBANK considering the resources available to them. You are in the best position to make this judgement and choose a course that will enable you to make your contribution. I'm merely pointing out a definite trend in what that is based on sound principle given what we know about people and the institutions in which they work. You have the background equipment

MONDAY AUG 7

7:00 P.M.

DEAR STEVE:

I've been doing some WRITING & Reviewed some ARTICLES I have read some time ago - one from Fortune, where MAX WATTS QUOTES FROM PROFESSOR DETRIECH VON OPPEN OF WARBURG UNIVERSITIES ESSAY: THE ERA OF THE PERSONAL - I QUOTE: "... INSTITUTIONS THEMSELVES ARE CHANGING RADICALLY. THEY NO LONGER STAND OUTSIDE AND ABOVE ~~THEY~~ ^(THE INDIVIDUAL) THEY HAVE BECOME ALLIES OF HIS INDIVIDUALITY, depending FOR THEIR HEALTH ON HIS EXPANDING ~~THE~~ SCOPE AND ~~ENLARGING~~ ^{enlarging} FREEDOM. INDIVIDUALS NEW LINE OF ADVANCE LIES NOT IN OVERCOMING INSTITUTIONS BUT USING THEM. TODAY'S PROMETHEUS DOESN'T NEED TO ~~SNATCH~~ ^{snatch} FIRE FROM THE HOSTILE ESTABLISHMENT; INSTITUTIONS NOW BITE AGAINST ONE ANOTHER FOR MEN ^{who have} AS THE SKYRMS GOES "FIRE IN THEIR BELLIES!" - - -

"THE OLD INSTITUTION WAS RIGID, ABSOLUTE, IN MANY CASES SACKED. THE BASIC QUALITIES OF THE ORGANIZATION ARE "OPENNESS AND FLEXIBILITY." He makes A POINT OF THE PERSON BEING FREE TO BUILD BRIDGES IN ALL DIRECTIONS AND CHANGING A COURSE CONSISTENT WITH THE COMMON GOALS OF OTHERS IN THE ORGANIZATION. VON OPPEN POINTS OUT HOW THIS CHANGE IS BEING USED BY MANY NON-CHRISTIAN INSTITUTIONS - YET IT ORIGINATED WITH JESUS CHRIST AND ~~WAS~~ IS TOLD BEST IN MATTHEW 5/647. - NO ONE REALLY ARGUES WITH THE BASIC PREMISE THAT IN OUR COMPLEX, CHANGING & DYNAMIC INDUSTRIAL SOCIETY, HIGHEST PRODUCTIVITY DEPENDS ON THE CREATIVITY OF THE INDIVIDUAL. AND THAT IN SOME FASHION HIS ASSENT IS AN ESSENTIAL TO THIS CONTRIBUTION - THE AGREEMENTS ARE ON HOW IT IS TO BE IMPLEMENTED. I AGREE THAT NO SIMPLE GENERALIZATIONS SUCH AS I HAVE USED ~~ARE~~ AT ALL ADEQUATE TO APPLY TO THE COMPLEX SITUATIONS WITH WHICH YOU

Australia 2088

② **Second fold**

Additional message area

SESSIONS FOR CITY BANK. SOME OF THEIR
QUESTIONS ARE TAKEN FROM THE ONE BILL DYER
WORKED OUT FOR OUR USE - IT WOULD BE A GOOD
REVIEW FOR YOU. WHEN YOU ADVISE ME THAT
THESE IDEAS HAVE LITTLE MERIT - I RESPOND
THAT OUR BOYS IN THE O.B. DEPT. ARE GETTING
BIG FEES FROM THE MOST PROGRESSIVE & PROFIT-
ABLE FIRMS IN THE WORLD - FOR EXAMPLE -
STEVE ROYER WHOSE PHILOSOPHY IS THE ONLY
UNCHALLENGED IN THIS AREA WAS ASKED
TO GIVE 86 CONSULTING DAYS TO THE B.M. IN 1978
@ \$1500 A DAY - HE COULD ONLY SPARE THEM 6 DAYS

July 24, 1978

Dear Steve, Margaret, Phoebe & Jacob.

Steve, I suppose right now would be the best time for you to get that book on corporate lives and read a couple of the stories. I'm sure it helps to know that nearly every one on the way up has almost an infinite variety of trying experiences — isn't the significant thing to be able to keep our basic value system intact? Certainly in the context of your problem you cannot afford to be anything less than "as wise as a serpent," but in reserve to be ^{applied} ~~used~~ ^{where} ~~when~~ ^{they} can be strategically useful ⁱⁿ the uniting, cementing & creative influences that show out of trust, openness and faith in human dignity and the infinite resources for corporate stability and vitality that lie in their skillful application.

Bill Dyck, welded Moffitt, & Bob Daines invited me up to watch for 18 of golf the other day. The wives met us at the homestead for dinner. They stated that it was the "formal" company that conducted the human relations training

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



Mr. & Mrs. Stephen D. Taylor
17 Inkerman St.
Mosman,
N.S.W.
Australia 2088

AEROGRAMME
VIA AIRMAIL
PAR AVION

② Second fold

Additional message area

PROFITABILITY OF I.A.E. - NOT A GOOD FATING FOR
his ^{department} ~~unit~~ - IF he were less myopic in his views
he should get a better FATING FOR himself by
MOVING IN THIS DIRECTION - OF COURSE YOU SAY THIS IS
TAYLOR'S PROBLEM - BUT INSTANCES WHERE SUCH SOLUTIONS
HAVE COME LITERALLY ^{OR} FROM THE BOTTOM UP - THE
LEGION. IT FRIGHTENS ME FOR YOU TO SEE THE
GAP BETWEEN THE ^{cravets} ~~elements~~ MEN + THE KAPEE AND
AS AN ^{unbridgeable} ~~unbridgeable~~ ~~gap~~ ^{gap}. WHAT HAPPENED AT THE TEAM
BUILDING RETREAT MEETING -? Love, M. xox. ⁰⁰⁰⁰ ~~XXXX~~

See's address for now — July 6, 1978
1151 University Ave.
San Jose, California 95126

Dear Stephen, Margaret, Phaebe & Jacob:

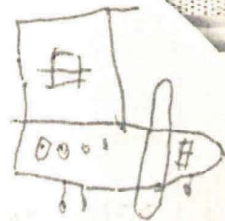
I am listening to the news and have just heard that Rochester, Minn. has had a disastrous flood. I wonder how Diane and Bryan fared. I tried to call Terry's but no one answers. The pictures are terrible.

See called yesterday and said he was going to the hospital for his 1st treatment. He will be home tomorrow and we'll see how he feels as we will be talking to Dee & Shana tomorrow nite. We'll write again when we hear how See withstood the treatment.

We enjoyed your comments on "Taylor's"

problem. In the larger sense isn't it also your problem? Not to be foolish or overly bold and risk your own image for cool, good sense, but aren't there some areas in the relationships between Chavats, Kopeck & Taylor ^{where} ~~where~~ some actions or benign words ~~might~~ ^{might} cause conceptual relationships to emerge to the satisfaction of all? We've come over this before — but it comes through again loud and clear in your analysis. Chavats ultimate responsibility if he is going to move up as well as ^{some} ~~serve~~ the interest of his mom is the.

June 13



Dear Folks,

I am waiting for Steve to get home and for the home teachers to come.

Jacob

Our dinner on Fri. went very well and Chris & I are giving another curry dinner at her house on Sat. for which I have to make 6 more curries. After this we should have enough recipes to start writing.

Steve should write & tell you the an Australian at IAC was just fired for embezzling. He was the fellow who had the job Steve was offered in marketing awhile ago. So things are happening at work but Ralph is in the US for 2 1/2 wks & Steve is in charge.

I know you are all busy with having Dee & kids. We are anxious to know where they will be living for the next few months. When is Shana due back? It must be a very depressing time for them.

Steve is planning our home leave & trying to get in a tour of China. We will probably send the kids early in Dec. They will need some warm (string) clothes so we'll have to send some money with them as Phoebe

to you. Even better to be able to talk to Rxne and Dee as well. We are all concerned about Dee and are glad to hear that all in all the prognosis is positive. When will we see the light here at IAC? Taylor (Bill) is still doing his best to stay out of organizational controversy apparently hoping to float over it all. Bi was previously Mg Dr. at FNCB Waltons, Citicorps sister Finance co. here in Aus. sold all but the Real Estate and Corporate Leasing portfolios of the company to Barclays (LNDN) and IAC picked up these portfolios along with Taylor and Colin Williams, his fair haired boy. You'll recall that Williams was given the job that Konec and Kravitz had suggested for me. Well, 2 interesting developments have

BY AIR MAIL

PAR AVION

AEROGRAMME



COUNTRY OF DESTINATION

SENDER'S NAME AND ADDRESS

POSTCODE

FOLD FLAPS BEFORE MOISTENING GUM. FOR
MAXIMUM ADHESION, PRESS DOWN FOR A FEW SECONDS.
IF ANYTHING IS ENCLOSED OR ANY TAPE OR STICKER ATTACHED,
THIS FORM MUST BEAR POSTAGE AT THE RATE FOR AIR MAIL LETTERS.

SECOND FOLD HERE

FIRST FOLD HERE

SECOND FOLD HERE

FIRST FOLD HERE

Did she call you? Well bye for now. Love M S P and J.
from Ron Jones. Got a card from Yvonne Seigle (my old Secretary) from SLG.
going ok. A few new members, but then this is a transient ward. Got a letter
with it as time goes on. I have to keep my own nose clean. Ward seems to be
to lose either of both of them. What a dilemma. This place will drag more down
as gloomy as ever. To succeed, he must harness Ralph and Kopee and be prepared
Citicorp. This, combined with Taylor's current indecisiveness make things look
the principle reason behind a very poor loan portfolio now a new surprise to
boasting Williams all over the place and now his boy has been found dishonest and
loosing some of the allure that he once had. Right. Bill Taylor. Taylor had been
worse, and as the FNCB W Leasing portfolio looks worse and worse, guess who is
conflict of interest problems or fraud. As Taylor's boy Williams looks worse and
job her. It is highly likely that there will be more hanky panky, either through
in depth review of Williams activities both at FNCB W and IAC since he's had the
aspect and not the Citicorp Comptrollers have launched ~~xxxxxx~~ another more
o fire Williams on this account. William's dishonesty naturally becomes more
personal car limit - another VP was also caught doing this. Taylor was forced
falsifying invoices for purchase of company cars above and beyond ~~xxxxx~~ his
The control Division is responsible for internal audits among other things.0)
another counterpart Division to mine run by a very good Guy named Jack Brennan.
his face. 2. Williams is detected by the Control Division (Ralphs organization,

May 23, 1978

Dear Steve, Margaret, Phoebe and Jacob:

We were surely happy to get your letters. Margaret, we have chuckled alot over Jacob's extemporaneous speech for Mother's Day. We just hooted over the word "terrific." We think that it's a real compliment to you. So sorry Steve couldn't hear it. We were reminded of the story you told about his bearing his testimony with the mike. He is really uninhibited, isn't he? I love telling these little sayings to Tom Cheney's wife Lorna. ^{She} loves to tell me about her grandchildren's sayings also. Blanch Bowen has never gotten over Phoebe at the table eating Sunday dinner, when we were first in Australia, and every so often, after a taste of food she would say delicious. Even now, at a dinner party, she will say delicious and wink at me.

After several days of rather hot weather and much ~~big~~ wind, it is cooler with clouds and a prediction of showers. I hope so since we have all the plants out and this wind is hard on them. (My typing is something to be desired.) Dad and his three Tuesday golf companions left at nine'oclock this morning and went to Midway to spend the day. Hope they have a good time.

I've done some work in the yard, a little watering, written a letter or two, talked on the telephone and now it is nearly noon. Today is my afternoon at the Temple.

Our hike on Saturday was a good one. The Paxman's weren't able to hike so Dad and I have been eager to see Dry ~~Greek~~ Canyon creek, off of Hobble Creek Canyon, with the water roaring down a creek that we've always seen dry. We had to make twelve creek crossings in two miles and it was quite a challenge to find rocks or logs to cross on. We threw large rocks into the stream in order to make stepping stones. The yellow violets, Mountain bluebell were just lovely, and everything is so green.

Phoebe, dear, how are your ~~tax~~ piano and swimming lessons? A girl from Hawaii is the swimming champ (girl's) at BYU. Her grandfather is a retired speech man and her mother married a Hawaiian and they have lived in the islands for many years. She is very attractive. I am getting some new glasses which will enable me to see the ~~notes without~~ piano notes without raising my head up in an uncomfortable position. I think I'll try and play the piano again.

Jacob, what are you doing during your two weeks vacation besides swimming? Grandpa is looking forward to both you and Phoebe swimming with him again at the BYU pool. He says the Provo Hi kids are swiming in the BYU pool because their pool is being cleaned and repaired. Congratulations on your Mother's Day talk. Your mother tells us she was very pleased over your remarks.

We talked with Dee on Sunday but as we told you there is no further word until this weekend and maybe not until after the Memorial holiday. We expect to go to Lake Tahoe on Friday and return on Tuesday. It will be good to see Dee and Shana first hand. Also we would like to bring the children back if they consent---at least Roxane. The Dalton children would be here to play with her and I think she'd have a good time. We will have to see.

Sarah, Shirley, Dorothy and I celebrated Barbara's birthday yesterday with lunch at the Tiffin Room, Z.C.M.I. Nothing pleases Barbara more than a party.. It was a week ago but we weren't able to get together until yesterday. Jennie was in St. George so not able to be with us.

Hazel Taylor, across the street just recently returned from Mainland China. The Harlows and two of their boys and spouses are going to the Scandinavian Countries for four weeks. They leave in another couple of weeks. The Dalton's are going to rent a house trailer, or mobile van of some sort, and take Denise ~~an~~ back to Wellsley in August. All the children are going for a vacation. The Anderson's across the street just got back from a trip up into Oregon.

Bud Dana and wife Cathy, ~~sata~~ stopped by last night for an hour and visited. They were at Motel ~~XXXXXX~~ 6 and on their way to S. L. and the Uintas. Their six months old daughter is with Cathy's mother in Tucson. We really enjoyed their visit. Karen and family came by also and one of her kids was something.

Did I tell you Janie Vance is having twins? David Vance is coming through with family sometime this summer.

This is the worst typed letter I've done----don't know what the problem is. ~~Enjoyed~~ Enjoyed your letter from New Guinea, Steve. Thanks for sharing things with us. We love you all.

M. & S. ~~XXXXXX~~

Additional message area

② Second fold

AEROGARME
VIA AIRMAIL
PAR AVION

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

1861 Oak Lane
Provo, Utah
84601



PROVO UTAH
MONDAY MAY 22

DEAR STEVE AND MARGARET,

I HAVE BEEN GOING TO WRITE TO YOU FOR SOME TIME. YOUR INITIATIVE IN INSISTING THAT WE BALANCE OUR VERY PLEASANT VISIT WITH YOUR LOVELY FAMILY WITH SOME SOLID AUSTRALIA EXPOSURES WAS MOST APPROPRIATE. IT GAVE OUR TRIP A BALANCE AND A SUBSTANCE THAT EVEN MADE THE FAMILY VISIT ASPECT MORE MEMORABLE. IF YOU DEMONSTRATE THIS SAME IMAGINATION AND INITIATIVE IN YOUR WORK TIME WILL INSIST ON MOVING YOU FORWARD AND THRUSTING NEW ^{AND EXCITING} CHALLENGES IN YOUR WAY.

YOU HAVE DEMONSTRATED TENSE STRENGTH IN KEEPING YOUR COOL UNDER RALPH'S MANAGEMENT STYLE. YES, EVEN TO THE POINT OF NOT ONLY UNDERSTANDING HIM - BUT EVEN ADMIRING HIM. YOU COULDN'T HAVE PERFORMED AS WELL UNLESS YOU DID PUT THE EMPHASIS ON THE STRONG POINTS IN HIS STYLE. YOU SURELY MUST HAVE LEARNED A GREAT DEAL ABOUT THE MECHANICS OF THE MANAGEMENT PROCESS. THIS AWARENESS WILL BE BE PRICELESS.

BUT WHEN YOU ARE OUT FROM UNDER THIS KIND OF TENSION, WILL YOU HAVE THE RESILIENCE TO BUILD A MANAGEMENT MODEL THAT WILL ACCOMPLISH WHAT RALPH'S DID - AND MORE.

I CAN'T HELP BUT FEEL THAT IT IS POSSIBLE FOR A PERSON WITH YOUR INSIGHT AND SKILL TO OPERATE A PROGRAM WHICH IS MORE OPEN AND SHARING OF LEADERSHIP WHERE THE GOALS - GENERAL, AND SPECIFIC - CAN BE SO WELL ARTICULATED AND THEIR ACHIEVEMENTS SO REWARDED THAT THEY WILL BE THE

YOUR CHARTER WORK, YOU SHOULD BE ABLE TO RELIEVE A GOOD BACKLOG AND AN EVEN MORE FROM YOUR MANY OTHER WIFEY AND MOTHERLY DUTIES. WE HAVEN'T HAD ANY MORE FROM DEE THAN WHEN MOTHER WROTE - WE EXPECT TO HEAR MORE ON WEDNESDAY

FOCUS OF MOTIVATION ⁽²⁾ RATHER THAN FEAR OF THE BOSS. IN YOUR LAST LETTER YOU MENTION THE FACT ^{THAT} OPERATIONS HAS NOT SETTLED DOWN TO A "ROOTS IN THE SOIL" PROGRAM - YOU ARE TERRIBLE OF THE RELATIONSHIP BETWEEN YOURSELF AND RALPH AND RALPH & TAYLOR - I'M SURE THIS VIEWING FOR POWER + PERSONALITY TUGGLE IS A PART OF ALL BUSINESS. BUT SOMEWHERE ALONG THE LINE THE ROOTS OF PERSONAL AND INDIVIDUAL INTEREST HAVE TO COME FROM THE INSIDE VOLUNTARILY. TO BE PERMANENTLY, CONTINUOUSLY, AND CREATIVELY AVAILABLE AT THEIR PRODUCTIVE BEST ISN'T THE RALPH STYLE A LITTLE TOO RIGID? IN THE COURSE OF TIME, CAN YOU SEE THIS AS A "GAME" OR DOES IT BECOME A HASSLE THAT DRAINS AND EXHAUSTS? I FINISHED READING A ^{THOMAS GORDON'S} "LEADER EFFECTIVENESS TRAINING" (THE NO-LOSE WAY TO RELEASE THE PRODUCTIVE POTENTIAL OF PEOPLE). HE ALSO HAS A PROGRAM AND BEST SELLER BOOK IN PARENT EFFECTIVENESS TRAINING. APPARENTLY IT IS GETTING A FOLLOWING - IT IS A MICRO TREATMENT ON THE IMPLEMENTATION OF THEORY "Y" - THE LITERATURE IS GROWING AND GETTING MORE POSITIVE - AND MORE DEMANDING.

WELL - YOU HAVE ^{TO} DECIDE WHETHER AT A HIGHER LEVEL ON THE LADDER YOU CAN INTRODUCE SOME INFLUENCES WHICH SPRING FROM THE PSYCHE OF STEPHEN D. TAYLOR WHICH WILL MAKE YOUR INWARDS TICKLE AND MOVE THE ORGANISM OF I. A. E. IN THE DIRECTION THAT WHISTON WOULD LIKE TO SEE IT GO. OR WILL THE TENSION GET TO YOU SO THAT YOU GIVE LESS THAN YOU HAVE TO GIVE? WHAT ARE THE ALTERNATIVES -

MARGARET, WE ARE DELIGHTED TO HEAR ABOUT YOUR ACTIVITIES - WHAT WITH WRITING A BOOK, KEEPING SHARP IN TENNIS, AND