# **APPENDICES**

to

THE ROLE OF BIOGRAPHY IN THE DEVELOPMENT
OF ADMINISTRATORS - A CRITICAL APPRAISAL

bу

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# PREFACE TO APPENDICES

The documents included in this volume of Appendices are a selection of the materials acquired during the course of the field research, together with two lengthy items relating to the intuitive-analytical method described in Chapter Seven.

In compiling the material from the field research, the primary concern has been to provide support and justification for the case studies which comprise Part I of the thesis, although the Author has also been conscious of the desirability of improving access to some of these documents for future research.

Explanatory notes generally precede each Appendix, and the order of the Appendices follows that of the chapters in the thesis itself.

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# APPENDIX A

SELECTED COURSE OF STUDIES PAPERS

ADMINISTRATIVE STAFF COLLEGE

HENLEY-ON-THAMES

This Appendix includes selected course of studies papers in relation to the biographies at the Administrative Staff College, Henley-on-Thames, the annotated list below indicating the relevance of each item to Chapter Two.

| SESSION | YEAR | ITEM   | NOTES  | PAGE NO. |
|---------|------|--|--|----------|
|         | 1948 | Brief for the Bio-<br>graphies and Annot-<br>ated List of<br>Subjects  | <ol> <li>Serves as a benchmark<br/>against which to view<br/>later changes.</li> <li>Subjects asterisked<br/>were not in fact used<br/>in Session 1 as<br/>insufficient material<br/>had been procured.</li> </ol> | 3        |
| 53      | 1965 | Chairman's Note -<br>First Biographies,<br>and Chairman's<br>Note - Second<br>Biographies  | Session 53 was the last occasion when two Bio-graphies were used.  | 8        |
| 54      | 1965 | Chairman's Note -<br>Biographies   | Session 54 was the first occasion when a single Biographies component was used.  | 13       |
| 77 _    | 1972 | Brief for<br>Direction   | When Biography was subsumed within "The Directing Authority".  | 15       |
| 104     | 1981 | Brief for Leader-<br>ship and Direction,<br>together with<br>Summary of Bio-<br>graphical Charact-<br>ers and Thumbnails   | When Biography was included as part of "Leadership and Direction" within "Strategic Management and Direction".   | 18       |
| 110     | 1983 | Brief for Leader-<br>ship and Direction,<br>together with<br>Summary of Bio-<br>graphical Charact-<br>ers, Thumbnails,<br>and details of<br>Optional Background<br>Reading | Indicates the current situation with respect to the Biographies component.   | 33       |

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Subject:

BIOGRAPHIES

SESSION 1

Chairman of Subject .....

The Syndicate will, not later than noon on Thursday, 29th April, 1948, send for reproduction and distribution a report, not exceeding 3,500 words in length, embodying:-

- (a) a reasoned statement of the syndicate's estimate of the character of the individual studied, particularly in relation to career;
- (b) a sufficiency of factual background to support the views given in (a).

Each syndicate is asked to select from the accompanying list two individuals for study. The first choice will be for study during April, and the second for the second half of the session. Please give four names in your syndicate's order of preference. The Directing Staff will, on the basis of this preference list, allot subjects as near as possible to your choice. After individual lives have been allocated to each syndicate, they will receive the necessary book and reading lists and will decide at the meeting on Friday, 2nd April, how the work is to be divided up amongst their members.

# BIOGRAPHIES

#### ANNOTATED LIST OF SUBJECTS

The short but dazzling campaign he led against the Turks in 1917-18 makes us wonder how he succeeded so brilliantly where others had failed. Was it merely the 'fortunes of war' or was the issue determined by more than ordinary capacity in this leader?

\* BACON To say that Francis Bacon was a philosopher, statesman and essayist is to give no adequate indication of the intellectual versatility of this man. It was his claim that he 'rang the bell which called the wits together'. How far do we agree with this?

CAESAR

'Great as Caesar was by the benefit of his original nature, there can be no doubt that he, like others, owed something to circumstances.' So said De Quincey. Is this true only in the restricted sense intended - referring to the early death of Caesar's father - or had it a wider application?

- \* CARNEGIE The rapid expansion of the American steel industry, and the ultimate fusion of a major part of it under this one man, was undeniably favoured by the phenomenal growth of the international industrial demand for steel in the second half of the nineteenth century. As with Henry Ford, one wonders how the man and the circumstances should share the credit.
- \* CHADWICK

  Of established interests to ensure that administration is sound. Chadwick faced this need so unbendingly in his sanitary reforms that his zeal wrecked the very health authority he had devoted himself to creating and serving. Does his career prove the wisdom of moderation in the face of hostility, or have events justified his attitude?

CHURCHILL
Some administrators, while carrying heavy burdens of responsibility, spend nevertheless hours a day going through their departments and visiting their subordinates' offices. It has been Churchill's lifelong habit to go and see for himself. When time is precious, what do we think about the policy of using it in this way?

CROMWELL Why have History's assessments of Cromwell covered opposite extremes of opinion - and all the grades between them? How did the rebel, the usurper, the tyrant, the hypocrite in Clarendon's story become the excellent pioneer, the object of hero worship and (to some) the almost saintly character of succeeding generations?

# ANNOTATEDLIST OF SUBJECTS

In 1908 Ford sold his first small car; no later than 1926 followed the thirteen-millionth. By then, some 200,000 persons were directly employed by the company, and the successful pioneer of massproduction had become the largest manufacturer in the world. Was he a great administrator, or just a consummate organiser?

As a statesman he faced fierce opposition, and it argues well for his far-sightedness that the turn of events fully justified his drastic reorganisation of the British Army. In the eyes of many he came to be regarded as the greatest War Minister since Cardwell. His report on the Machinery of Government and his work in the fields of Philosophy and Education - though less spectacular - are nevertheless worthy of attention.

HASTINGS

'Justice must not only be done; it must manifestly appear to be done', runs the legal maxim. Was the chief fault of Warren Hastings's administration that it failed to apply the principle of this maxim to its own activities?

OCTAVIA HILL Octavia Hill's notion that a landlord's duty to a tenant goes beyond his legal obligations, even involving some moral responsibility, was foreign to most property owners in her day. But the notion she introduced and applied, particularly in slum areas, crystallised into a widely adopted principle that has incidentally justified itself on business as well as humanitarian grounds. It this true of most reforms in the long run?

\* KELVIN In an age of spectacular scientific discovery it is perhaps difficult to appreciate the importance of Kelvin's work. But a world deprived of the submarine cable and the modern mariner's compass - to mention only two contrivances that we owe to him - would be considerably handicapped even to-day.

Lincoln has been described as 'fair and direct in speech and action, steadfast in principle, sympathetic and charitable, a man of strict morality, abstemious, familiar with the Bible though not a professed member of any Church'. How far did these malities contribute to the establishment of his fame as the saviour of his country and the liberator of a race?

MARLBORUGH Marlborough's reputation in History seems not to match his military achievements. In his biography appears to quotation, 'There are few successful commanders on whom Fame has shone so unwillingly'. Is this because the qualities of great soldier and great statesman are incompatible?

# ANNOTATEDLIST OF SUBJECTS

\* ME.CHETT

The earlier activities of ford Melchett

(as Sir Alfred Wond) were mainly industrial.

In this he followed a family tradition. Later, during a political career, his continued interest in industry was evidenced by his organisation of the "Mond Conference" of employers with the General Council of the T.U.C. on industrial reorganisation. Do we regard the union of politics with industry as generally desirable?

MONTGOMERY

Why is this man the most outstanding British Army commander of at least a century? How far is it due to his insistence that all ranks be told the plan of operations and recognise their own essential part in it?

Napoleon's history could be described, not unfairly, as an outstanding example of the ego uncontrolled. Was this the cause of his failure, or was it just faulty forecasting, or was he really a great administrator cheated by ill fortune of the fruits of his skill?

\* NEWTON

It is but seldom that the pure scientist is found in the role of administrator; indeed, he is considered by some to be unsuitable for such work. Did Newton's control of the Mint strengthen or weaken the evidence for this view?

FLORENCE NIGHTINGALE

It is not easy for us to appreciate all that it meant in the mid-nineteenth century for a woman to succeed in changing the accepted order in any branch of administration - above all, of military administration. The pioneer work of Florence Nightingale is an outstanding example of the union of humanity with efficiency.

Courage, transparent honesty, nobility of character - these qualities are attributed to Peel even by those who deplore his lack of charm. His conduct in office in a doctrinaire age was based upon an open-minded study of the facts.

The world knows Pepys as the very numan character portrayed in the pages of his diary, but that intimate revelation of his domestic life tends to obscure the other Pepys. Has History given him his due as administrator in the Admiralty?

RAFFLES
Sir Stamford Raffles is best known as the founder of Singapore. He had undeniably a natural flair for colonial administration, and the events which led to the founding of Singapore have been described as 'a stroke of genious and unrivalled statecraft'. His part in the foundation of the Zoological Society provides a somewhat striking contrast to his other activities.

#### BIOGRAPHIES

### ANNOTATED LIST OF SUBJECTS

Rhodes has been described as the greatest empire builder we have known, worthy even to be ranked with Alexander and Caesar. Was the bitterness of his enemies a measure of his greatness, or of the extent to which he may have been over-rated?

\* STEPHENSON Every schoolboy knows about Stephenson's "Rocket", but it is not so generally appreciated that its inventor was a cowherd at thirteen and still unable to read at seventeen; and that it was due to his own enterprise and tenacity that he became a successful engineer and the designer of the locomotive "Active" which drew the first public passenger train in the world.

SMUTS

What are the 'imponderable' factors in administration? The career of Smuts, philosopher and statesman, visionary and man of action, may help to throw light on these vague, elusive and yet indispensable qualities.

\* SIDNEY AND BEATRICE WEBB TO Sidney's experience as a senior civil servant
Beatrice added a broad and sympathetic knowledge of working class organisations. Together they translated the theory of social security into a number of enterprises, and it is possible that official concern with this question was accelerated by the influence of their pioneer work.

WELLINGTON
Wellington, like other British soldierstatesmen, was at times a popular idol.
But we shall be less interested in any public demonstration
of favour than in the study of his methods. It is
questionable whether his administration could be regarded
as first-class inasmuch as he failed to make any considerable
improvement in the very low standard of living conditions
of the common soldier.

Administrative Staff College S53 Bio. 1: Chairman's Note Copy to Secretary

#### FIRST BIOGRAPHIES

#### Object

- 1. Syndicates are asked, by means of the study of selected individuals, to assess their careers, secondly to examine their characteristics and finally to suggest any aspects which are relevant to those who bear responsibility today.
- 2. In discussing their careers and characteristics, it is useful first of all to highlight the main achievements and then to distinguish the aims which they set themselves and the nature of the responsibility which they carried.
- 3. The object of the exercise is not just to 'praise famous men' but to see whether any guidance can be obtained for those who direct affairs today.

#### Character of the Subject

4. The nature of the subject matter makes it something of a contrast with current subjects. It is removed in time from the present. Information cannot therefore be derived from members' personal experience and has to be obtained mostly from reading. This is of a different kind from the normal material of the Course of Studies and may be considered to require a different approach both in investigation and imagination. The subject is more spread out in time than most of the others in the Course. It is therefore all the more important not to lose sight of the object as the subject progresses. Each syndicate studies a different character. There will be no inter-syndicate discussion after the Chairmen's Presentation of the reports. Instead a visitor is normally invited to make some comments (see paragraph 18).

# Selection Meeting

5. The selection meeting should not be confused with the 'opening meeting'. It is a short meeting of not more than an hour and its purpose is simply to select names. The Chairman will need to explain very briefly the purpose of the study. He may find it helpful on Saturday evening to ask members to look through the Summary of Groups and Names and the Thumbnails and to consider in advance which characters in each group they would most like to study and why. The details of the exercise, timetable, plan of operation, etc. should be reserved for the opening meeting (paragraph 13).

# Selection

6. Owing to competition amongst the syndicates and to the need for a suitable balance of the six biographies, each syndicate is asked to put forward through the DS three names in order of preference. The allocation will then be made by the Principal. This may mean that a syndicate may not get its first choice. It might not get its second. This should be made clear to the members of the syndicate.

7. To arrive at the three names syndicates should proceed by picking one biography from each of the six groups in the list. This procedure will require the syndicate to look seriously at the six groups. In reaching a syndicate decision it will usually be a help if members are asked to put forward reasons for any preferences they express. Finally, the syndicate should reduce these to three names.

#### Planning

- 8. The allocation by the Principal of the biographies to syndicates will be posted on the blackboard in the front hall about two hours after the selection meeting. The books can then be collected from the Library.
- 9. The time between the collection of books and the opening meeting is important for the Chairman and Secretary. They should make a plan for covering the object of the exercise and have it ready to discuss with the syndicate. One method, which has been used, is to start by picking out the highlights of the individual's career from the extract from Chambers's Encyclopaedia (included in the reading material). The Chairman and Secretary should then look at the books and estimate how far each one may be expected to provide some useful information on any of the selected highlighted factors of the career. They can decide on the allocation of the books for study amongst individual members and on the dates in the timetable on which members will be asked to report back.
- 10. In this subject, the Chairman is advised not to ask members for written essays on the aspect of the individual's career but rather for verbal reports, supported by notes. Members should report back as well on those personal characteristics of the individual which they come across in their section of his career.

# Books and Use of the Library

- 11. Do not overlook the selection of background histories at the beginning of the main book list. In addition you may care to look at other general histories which will be found in the CC section of the Library. A syndicate may well need to make some study of the background against which their character lived his life and some of these works may be found useful for this.
- 12. The Librarian will give all the help possible to any Chairman or Secretary who consults her. As regards particular characters additional books can sometimes be obtained from other sources by arrangement, given adequate notice.

# Opening Meeting

13. At this meeting, which will be the second of the meetings on this subject, the chief things for a Chairman to do are to expound more fully the aims of the subject, to introduce the character now allotted and to explain the arrangements which he wishes adopted for earrying out the object of the exercise (see paragraph 9). He can then distribute the booms.

# Report

- 14. When discussing the substance of the report with the syndicate, remember there are three requirements. To cover the first, the Chairman will have to get the members' assessment of the main factors in the individual's career, such as his main achievements and/or mistakes. This may comprise the larger part of the report.
- 15. It is in the successes and/or failures that the individual's personal characteristics can be most easily found. This forms the second part and as well provides material for the Chairman's speech (see paragraph 17).
- 16. The third requirement asks for any aspects, admirable or otherwise, which the syndicate considers significant to be noted by those who bear responsibility today and in any sphere of administration.

#### Presentation

- The presentation of your report on the personality which the syndicate have studied will be a somewhat different experience from that of other chairmen whose presentations you will have attended during earlier weeks. Since there is no discussion following the Chairmen's speeches, the time allowance is more generous, i.e. ten minutes. Your audience will not be interested so much in a description of the career of the personality you have studied, as in getting a living impression of the person. What, for example, were his strengths and weaknesses, successes and failures, the motivating forces in his life, his relations with other people? Did he make his opportunities or were they thrust upon him? Even though times and circumstances may have changed, can we learn anything from his successes and failures? You will, of course, need to cite enough factual evidence to support the assessments which you make.
- 18. After the Chairmen's speeches a visitor is invited to bring the Presentation to a close with his own comments. He will have been given a very free hand. He may refer to the reports and speeches or develop his own thoughts on the characters studied or on some theme suggested by the subject. You should tell your syndicate this.

1965

Administrative Staff College S53: . . . . Bio.2: Note for Chairman Copy to Secretary

#### SECOND BIOGRAPHIES

# INTENTION

1. In Second Biographies members study a particular field of activity in order to form a view from the lives of four individuals as to the personal characteristics and circumstances which seem to them to make for achievement in that field.

# SELECTION

- 2. The first task is to select in order of preference three fields of activity from the eight listed in the Brief. Before the meeting Chairmen should alert their syndicates to the task. Since the exercise is concerned with personal characteristics and circumstances which contribute to success in a field, it may assist the selection if members give some thought first of all to the kind of characteristics which they might expect amongst individuals in each of the different fields of activity.
- 3. The choice in order of preference should be given to the DS for the Principal's consideration. He will then assign to each syndicate a field as close as possible to its preference. Owing to competition among syndicates and to the desirability for a suitable balance of the fields, syndicates may not get their first choice, nor possibly their second. The assignment will be shown on the black-board in the front hall.
- 4. Following the assignment of the fields of activity to syndicates, the second task is to select four personalities. The summary of Fields of Activity and Names contains the list of the men and women whose lives may be studied. Any already taken for First Biographies are excluded.
- 5. The choice of personalities will be settled by one of two methods:-
  - (i) where a field is assigned to one syndicate only, the choice of personalities will be a syndicate matter. In this case the Chairman must inform his DS and the Librarian of the personalities selected as soon as he has had time to get the syndicate's wishes and not later than 9.00 a.m. on the morning following the selection meeting;
- (ii) on the other hand, where a field is assigned to more than one syndicate, the choice of personalities will be made by the Principal and the syndicate and the Librarian will be advised promptly. The books will be available by 5.30 p.m. on the same day as the selection meeting.

# PLANNING

6. Before the opening meeting the Chairman and Secretary will need to spend some time in getting acquainted with the reading material. They must then make a plan:

- .(1) to discuss the characteristics and circumstances of each of the four individuals;
- (ii) later on to compare them; and
- (iii) lastly from the background of another day to suggest what are the characteristics and circumstances which appear important in the particular field studied.
- 7. It has been found convenient though not mandatory for pairs of members to take one personality each and for the Chairman and Secretary and another member to undertake to study the general background. It would also be advisable for the Chairman and Secretary to read the Dictionary of National Biography and at least one book from those "below the line".

#### OPENING MEETING

- 8. The Chairman should remind the syndicate of the aims of the exercise and of the field and give some outline of the four personalities for study the particulars in the "Who's Who" may help. He should then discuss his plan and explain that much will depend on the efforts of each pair or group so that their investigations may be discussed by the syndicate as a whole. For this purpose each pair should produce typed notes for the others to read. These may be in the nature of a character sketch, for example, characteristics can be illustrated from episodes in the life of the individual. It may be as well to consider achievements and failures and the kind of responsibilities carried and the impact made. Please confine the notes to 500 words; this will also keep demands on the typists within reasonable bounds.
- 9. Should you wish to give for information of the other syndicates a brief tabulation of the main dates and events in the lives of the four personalities, this may be set out in an appendix to your report (extra to the 2,500 words). It must be limited to two sides of foolscap and handed in for duplication by 9 a.m. on Tuesday of Week 10.

# REPORT

10. When discussing the outline of the report with the syndicate remember that the task differs from that of First Biographies. The emphasis is not on the production of four separate biographies but on the characteristics and circumstances of four individuals whose lives were very largely in the same field of endeavour. Since other syndicates will not have studied the same material, your report on the characteristics and circumstances will require some fillustration from the lives of the people studied.

#### THE 'CONSIDER REPORTS' PERIOD

11. The consider reports period on the Friday in Week 11 will give your syndicate an opportunity to look deliberately at the conclusions of the other syndicates and to see what characteristics and circumstances appear to make for achievement in fields which you have not studied. Your members should be expected to study the reports with this in mind. This meeting will also no doubt be a help to you as you approach your Presentation smeak.

1965

Bio: Chairman's Note 13 Copy to Secretary

# BIOGRAPHIES

# Nature of the subject

1. This subject is different from those studied earlier in the Course. Its object is to study a well-known personality, to assess his career and character, and to draw some lessons for today. This object must be kept in sight over a long spread of time. Information will come mainly from reading material which is unlike that used for the other subjects and needs a different approach. Each syndicate will study a different personality, and while there will later be an opportunity of comparing their work there will not be the day-to-day informal exchange of views which takes place in other subjects.

#### Selection

2. Before the "selection meeting" members should have read the Summary of Groups and Names and the Thumbnails, and be ready to discuss their preferences with reasons for them. If the Chairman and Secretary wish to see what sort of books are available on the personalities, the Librarian will show them a full list. The first task is to look thoroughly at all the fields of activity and to choose one name from each of the six groups. This list should then be reduced to three, placed in order of preference, and handed in to Room 80 immediately after the meeting.

#### Allocation

3. To resolve any competition between syndicates and to keep a balance between the six personalities to be studied, the Principal will make a final allocation. Full weight will be given to the bids put in, but a syndicate may not get its first or even second choice. The allocation will be posted on the blackboard in the Front Hall by about lunch-time on the day of the selection meeting.

# Planning

4. As soon as the allocation is published, the Secretary can collect from the Library the reading material recommended for study, together with eleven copies of the book list for the syndicate. The highlights of the individual's career can be picked out from the extract from Chambers's Encyclopaedia included in the reading matter. Looking then at the books, and estimating the information to be got from each, the Chairman should plan an assignment of tasks for the syndicate members, and the use of the time allotted to the subject.

# Use of the Library

5. The Chairman and Secretary have in their folders a list of some background histories, and others are available in Section CC of the Library. From a selection of these it should be possible to study the period in which the chosen personality lived. For people of British origin the Dictionary of National Biography may be consulted in the Library. The Librarian will give all possible help to any Chairman or Secretary and may Sometimes be able to get additional material on loan. When a film or a tape recording relevant to a character is available arrangements will be made to run this through. The Biographies pamphlet boxes and PV. Strings be contain additional information about some of the characters.

## Opening Meeting

6. At this meeting the Chairman should brief the syndicate on the object of the study and on his plan of work, allocate and distribute the books, and set dates for members to report on their reading. It is advisable to ask for verbal reports supported by notes rather than for long essays.

#### Reports

7. In the report you are asked to assess the career of the person studied, and this should cover the way he went about his task, his achievements, and his failures. From these you should be able to form an impression of his attitudes and personal characteristics. Finally you are asked to bring out any points worth noting by those who direct affairs today. The report should reflect the views of the syndicate and aim at holding the interest of other readers. Paragraphs need not be numbered.

#### Consideration of Reports

8. Each personality studied will have been looked at in a particular field of activity and in the climate of his own time, but from each some lessons for today will have been drawn. In the 'consider reports' period the syndicate should compare the assessments made and their applications to the present time. The Chairman may find this helpful in preparing his speech, but this should be confined to the one personality studied by his syndicate.

#### Presentation

- 9. Chairmen are allowed ten minutes for their speeches. Your audience will look to you for a living impression of the character you are presenting; his strengths and weaknesses, successes and failures; his dealings with people, the forces that drove him on, and what we can learn from all these. You must, of course, include enough factual material to support the picture you draw.
  - 10. There will be no discussion afterwards. Instead, a visitor has been invited to end the Presentation with some comments of her own. She may refer to the reports and speeches, or develop her thoughts on the characters or on some theme suggested by the subject.
  - 11. A Biographies Presentation is of such general interest that a good many members of the staff may wish to be present, and perhaps their wives. Please brief your syndicate on the nature of this Presentation, which differs from all earlier ones.

Administrative Staff College S77

1972

### Direction

#### Objectives

This subject is concerned with the powers, responsibilities and desirable attributes of those who direct enterprises and institutions.

The objectives of the study are to provide members with a greater understanding of:

- (a) the responsibilities involved in directing an enterprise;
- (b) the ways in which these responsibilities differ from those of executive management in the same organization;
- (c) the particular opportunities available to the single individual or group which is at the top of any organization.

# 2. Fields of Study

The subject is studied in two sections:

# (a) Power and Responsibility

This is a general study in which the syndicate should discuss the nature of power and the ways in which it may be used within present organizations. It should consider the sources from which authority is derived, and the limits to which those who use power are responsible for its effects. The syndicate should also consider how external influences such as economic growth, increasing complexity and the consequences of technological, social and environmental change affect the use of power and the problems of direction. Some recent developments have already been discussed in earlier subjects and these may be relevant to the present study. In particular, your work on industrial relations, on the relations between government and industry, and on the international scene may be helpful in this study.

The syndicate should consider, in addition to his responsibility to shareholders, to his Minister or Local Authority, the obligations of a director to his employees and to the society which sustains his enterprise. It should examine the distribution of power within boards, how this changes with changing circumstances, and the difference in the contributions made by executive and non-executive directors. It should also consider two-tier boards and in particular the EEC support for supervisory boards with worker representation to which executive boards must refer policy proposals. It should examine the qualities that distinguish a good board, and the ways in which it can affect the character of an enterprise, the vision which it can bring to its policies and aspirations, and the ways in which it can influence management style and the working situation.

Directors and boards must frequently balance wholly different types of objectives and areas of responsibility in formulating policy. They also have to speculate in the most tentative way about long-term trends and prospects. How do they use these tentative speculations to improve short-range predictions? How, for example, should they take into account the growing desire of employees to have some real participative role in running their enterprises? And how should they deal with employees' readiness at times, when obstructed, to release their frustrations in violently disruptive ways? How should they also take into account the growing popular concern about pollution and conservation, and the widespread publicity being given to warnings by ecologists and others of the limits to present patterns of world development?

Most of these assessments will ultimately depend on value judgements rather than quantitative analysis. Those involved in them can therefore rarely feel the kind of confidence which is normally associated with quantatative decision-taking. How can they assess their performance and improve upon it? Can your syndicate, which in size and diversity closely resembles a board, draw upon its own working style and the reviews of its own processes to suggest ways in which directors and boards can also evaluate and improve their performance?

## (b) A Biographical Case Study

This is a specific study concerned with leadership and personal attributes. It should illustrate and illuminate some of the issues raised in the previous section. Each syndicate selects a different historical character, chosen for his distinguished achievements and for his great personal influence. A list of the characters available for study and thumbnail sketches of their lives are included in the subject papers.

The syndicate should study the chosen character in depth, recording his personal development and noting the conditions in which he lived and the problems which confronted him. The methods he used may reflect his personality or the contrasting circumstances of his time. How do they illuminate our present ways of working? What lessons can we draw? What aspects of his success are universally relevant and which others were particularly appropriate to his own time and circumstances?

# 3. Selection of the Biographical Character

Members should have read the Summary of Groups and the Thumbnails before attending the short Selection Meeting at which the biographical character is chosen for study. They should be in a position to discuss their choice in some detail. Members should also bear in mind, when preparing for this meeting, that some overlapping of choices often occurs, but that each syndicate is expected to study a different character. (This increases the interest of the Plenary.) Syndicates should therefore also select second and third choices. In resolving conflicting claims the College will not be concerned with the balance between Character Groups, but only with the most equitable allocation of choices.

# 4. Report

In a report of not more than 2,000 words the syndicate should outline the progress and achievements of the chosen character, relating them to his individual attributes and to the circumstances of his time. Points relevant to our own time should be clearly highlighted and, where appropriate, should be carefully compared or contrasted.

# 5. Plenary

At the Plenary Session each syndicate will be expected to develop the relationship between the achievements and circumstances of their chosen character and the problems and uncertainties facing enterprise directors at the present time. After the chairmens' speeches Mr. Antony Jay will comment on the chosen characters and the assessments made of them. He will then develop some propositions of his own. There will be no discussion.

# STRATEGIC MANAGEMENT AND DIRECTION

#### 5.1 Leadership and direction

#### Introduction

l. This subject is about the leadership of enterprises. Whilst leadership is relevant in many areas, the focus of this subject is upon leadership at the highest levels in organisations, and upon the qualities and attributes of those who succeed at the top.

#### Objective

- 2. The objective of this subject is to provide an opportunity for members:
  - (a) to identify the special qualities and skills required for effective leadership at top management level;
  - (b) to assess how reliable a guide successful leadership at the operational level is to performance as a leader at the strategic level; and
  - (c) to consider how those who have the potential for leadership at this level can develop and equip themselves for this purpose.

#### Field of study

3. In broad terms the word "leadership" in this study should be equated with responsibility for the strategic management and direction of an enterprise. In a company, public corporation or nationalised industry, this responsibility will normally be vested in the Chairman, the Chief Executive and Board of Directors; in a government department in the Permanent Secretaries and their Deputies; in local government in the Chief Executive and the Chief Officers making up the corporate management team; and in other enterprises in persons holding similar responsibilities.

#### Approach

- 4. The approach to this subject is threefold:
  - (a) Various speakers who have reached the top in their enterprises will have addressed the course by the time this subject is studied. It is worthwhile reflecting on the qualities and skills which have enabled them to reach their present positions and, wherever possible, to question them about the qualities they look for in potential leaders.

- (b) Readings on leadership theory have been provided for members to use as a basis for discussion, together with their collective experience.
- (c) An historical figure who achieved eminence in his or her own time should be studied to see what light this can shed on the qualities possessed by a person commonly regarded as a "great" man or woman; and from this to assess the relevance of those qualities in directing enterprises in modern times.

#### Reading

- 5. The reading list contains material in the following areas:
  - (a) Leadership theory a cross-section of some modern research findings.
  - (b) The legal and constitutional framework some optional reading for those who wish to familiarise themselves with the legal constraints imposed on modern industrial leaders.
  - (c) Biographies for research as appropriate into the character chosen by the syndicate.

#### The strategic role

- 6. The strategic role of top management is crucial, yet it is commonly said that even at the highest levels in an organisation there exists a tendency for preocccupation with the operational aspects of management which seriously erodes the time and attention devoted to the formulation of corporate strategies and policies. Often short-term issues are allowed to take priority over the long-term development needs of the enterprise; and, likewise, the urgent is allowed to take precedence over the important.
- 7. Members will recognise these axioms. They should discuss why this should be the case and what can be done about it. Among the issues which may be worth consideration are the following:
  - (a) What are the proper areas of interest for strategic management;
  - (b) what are the special qualities and skills required to reach the top in an enterprise;
  - (c) how do these differ between different types of enterprise: for example, between those at the top of a public company and those at the top of a government department;
  - (d) how can managers develop and equip themselves for the successful transition from operational to strategic management;

- (e) what, in different types of enterprise, is the right balance between internal and external experience; and between executive and non-executive directors;
- (f) how can those at the top ensure that they maintain their vitality; concentrate on important and long-term issues; identify the need for change; and so on; and
- (g) how can managers best support those who lead and direct enterprises to ensure that these priorities are kept?

#### Biographical studies

- 8. The biographical studies serve two main purposes. The first, and general one, is to show the way "great people' behaved and acted in the various situations which confronted them; in this sense biographies are valuable sources of information about the motivation and behaviour of such people. The second purpose, of particular relevance to this subject, is to shed light on the qualities and attributes of leadership.
- 9. Each syndicate should examine its chosen character's development as a person and as a leader. From this, an attempt should be made to crystallise the relevant qualities and attributes of leadership and to assess how far these are of general significance. Would they be appropriate today? What lessons, if any, can be drawn for developing or selecting leaders of modern enterprises?

# Selection of the Biographical character

10. Each syndicate should consider a different historical character, chosen from a list of those available for study included in this folder. Before the selection meeting members should read the thumbnail sketches of each character included in this folder. It may also be useful to consult the librarian. At the selection meeting syndicates should choose three characters in order of preference. If two or more syndicates choose the same character the Director of Studies will make arrangements for the final choice to be determined by negotiation between the syndicates concerned.

#### Report

11. The report should outline the development, career and achievements of the biographical character against the background of the circumstances of the times, the main challenges which were faced, and the qualities which the character displayed. It should not exceed 2,000 words.

# Plenary

- 12. At the plenary each chairman is asked to make a speech lasting not more than ten minutes. This should aim to complement rather than repeat what is in the report. It should use the results of the biographical study to focus on the qualities of leadership needed today and in the future. Comment on the likely current effectiveness of a character's leadership style may be useful as well as, perhaps, comparisons between past and present social climates or between different leadership situations.
- 13. Following the chairmen's presentations, Paul Cherrington will comment on the syndicates' reports and presentations. The Principal will then offer some concluding thoughts. There will be no discussion.

# Leadership and direction

#### Selection of biographical study

- 1. It is important that all members of the syndicate should have read the Brief and the thumbnail sketches before the opening meeting on 3rd November.
- 2. The syndicate should choose three characters in order of preference at this meeting and deliver their choices, showing the order of preference, to the GMC Secretary by 1400 on Tuesday 3rd November.
- 3. The allocation of characters to syndicates will be shown on the blackboard opposite the mail boxes.

#### Allocation of reading

4. As soon as possible thereafter the reading assignments should be allocated both for the part of the subject concerned generally with leadership and direction, and for the part concerned specifically with the biographical study. This is a matter for individual judgement although it is desirable that all members should contribute to the work on the biographical study.

#### Allocation of time

5. It is for the syndicate to decide how to allocate time between the two parts of the subject and the order in which the various issues should be considered. As a guide, however, the first two syndicate periods should be sufficient to cover the points raised in paragraphs 6 and 7 of the Brief leaving the remaining two syndicate periods for completion of the biographical study.

# Approach to the study of leadership

- 6. In considering the strategic and policy-making role of those who lead enterprises, it may be useful to work fairly systematically through the points raised in paragraphs 6 and 7 of the Brief. It will, however, be noticed that some of the reading challenges some of the assumptions underlying these questions. Syndicates may therefore wish to consider additional or alternative ones.
- 7. In considering the qualities, attributes and skills of leadership and the problems, opportunities and constraints confronting leaders of modern enterprises it will be important to draw on the relevant readings on leadership theory as well as the experience both of members and of those visiting speakers occupying positions of leadership.

## Purpose of biographical study

8. In undertaking the biographical study the syndicate should bear in mind that its main purpose is to illustrate the study of leadership. In some cases, however, the lessons for effective leadership may be drawn from what the character did not do, or did wrong; or from personal shortcomings, or lack of strategic grasp. The lessons of inadequacy or failure should be regarded as important as those of success.

#### Report

- 9. The syndicate's report and the chairman's speech at the plenary are intended to be complementary. It is therefore sensible to establish the appropriate balance between the report and the speech before the report is written.
- 10. The report on the biographical character should be as informative as possible and may, if it is so wished, include a list of key dates at the end. It should aim to cover the character's development as a person and as a leader; the main problems and challenges faced and how these were overcome; and an assessment of what was achieved in the circumstances of the time.

#### Plenary

- ll. The speech at the plenary should use the biography to draw out lessons in relation to the circumstances of today. It may be worth considering whether authority and power could be exercised in the same way today; whether the characteristics displayed and methods used would be acceptable today; whether the circumstances or complexities of life today would smother the type of character studied and, indeed, whether there are immutable attributes of high achievement which time cannot affect. These considerations are, of course, merely illustrative of many of the lessons which can be drawn from a study of the past, including the recent past.
- 12. To conclude, Paul Cherrington will endeavour to draw some general conclusions about leadership from the reports and presentations. The Principal will then sum up briefly.

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# LEADERSHIP AND DIRECTION

# Summary of biographical characters

| Augustus          | 63BC-14AD | Melchett              | 1868-1930              |
|-------------------|-----------|-----------------------|------------------------|
| Ernest Bevin      | 1881-1951 | Napoleon              | 1769-1821              |
| Bismarck          | 1815-1898 | Nasser                | 1918-1970              |
| Bolivar           | 1783-1830 | Nehru                 | 1889-1964              |
| Brunel            | 1806-1859 | Nelson                | 1758-1805              |
| Carnegie          | 1835-1919 | Florence Nightingale  | 1820-1910              |
| Catherine II      | 1729-1796 | Pee1                  | 1788-1850              |
| Winston Churchill | 1874-1965 | Pitt                  | 1759-1806              |
| Cromwell          | 1599-1658 | Reith                 | 1889-1971              |
| Ford              | 1863-1947 | Rhodes                | 1853-1902              |
| De Gaulle         | 1890-1970 | Roosevelt             | 1882-1945              |
| Lloyd George      | 1863-1945 | Scott and<br>Amundsen | 1868-1912<br>1872-1928 |
| Hitler            | 1889-1945 | Smuts                 | 1870-1950              |
| Lenin             | 1870-1924 | Stalin                | 1879-1935              |
| Leverhulme        | 1851-1925 | George Stephenson     | 1781-1848              |
| Lincoln           | 1809-1865 | Wellington            | 1769-1852              |
| Mao Tse-Tung      | 1893-1976 |                       |                        |

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5.1: Biographical Thumbnails

#### Leadership and direction

#### AUGUSTUS 63BC - 14AD

Murder made him heir to an empire at the age of eighteen, and fourteen years of political squalor and ruthlessness between rival war-lords established his inheritance. Thereafter he became a wise dictator, under whom the arts flourished and Rome was provided with police and fire services, highways, public buildings, mains and drains. Had he truly restored the Republic, as he at first pretended, Rome might have been spared his successors, and her decline and fall.

# ERNEST BEVIN 1881-1951

"A man with none of the subordinate virtues, Bevin worked best at the top" so says his biographer Alan Bullock. Yet his father is unknown, and his mother died in poverty when Ernest was eight years old, and he had to fend for himself from his earliest years.

He reached the top as the dockers' K.C., as a trade union leader, as Minister of Labour and as Foreign Secretary. Like Churchill, who brought him into the government, he enjoyed the exercise of power: both men needed a big framework in which to develop their gifts, and they found it together in the Second World War.

Churchill, unlike Bevin, was born in the purple and had every advantage of wealth and position.

# BISMARCK 1815-1898

"The man's policy is detestable, but his objects are great, his plans adequate, and his ability marvellous." What was his policy? His methods were baffling, complex and unscrupulous. He welded the German people into an empire which eventually terrorised Europe, yet he introduced social insurance against accident, sickness and old age decades before bloyd George. Try his Reminiscences, said to be unsurpassed as a manual of statecraft.

# BOLIVAR 1783-1830

A man of action, exposed to the political ferment of the eighteenth century, stirred by the success of the North American colonists and the French revolutionaries, he dreamed of liberation for his people and glory for himself. His personality won him followers and his courage led them to improbable victories. South America was freed from Spanish rule, but he failed to create the administration which might have consolidated the new country of vision. His federation broke in pieces, and the Liberator died a disillusioned hero.

#### BRUNEL 1806-1859

"The poet-engineer, the practical dreamer." Brunel could design and build anything, from the Great Western Railway and the largest ship in the world to the lamp posts in Bristol Station. He could lead large numbers of men, as in digging the Sonning cutting and raising the Saltash bridge centre span. He could persuade hard-headed capitalists to invest in his adventurous schemes even though some of them had ended in financial disaster. He hated bureaucrats and Government intervention in any form. He was a brilliant and flambuoyant phenomenon of a confident and ambitious Britain. One wonders how he would get on today.

# CARNEGIE 1835-1919

"It is not the rich man's son that the young struggler for advancement has to fear in the race of life. Let him look out for the 'dark horse' in the boy who begins by sweeping out the office." So Andrew Carnegie looked over his shoulder at the poor Scottish immigrant of thirteen, who stayed to amass a great fortune. The age favoured such men, ruthless in creating industrial empires, lavish in giving away the proceeds.

# CATHERINE II 1729-1796

Catherine the Great has achieved notoriety for the freedom of her sex life and the extravagance of her court. In fact, her greatness derives from sober qualities of application, sagacity and good judgement of people. In explanation of her popularity she once explained:

"My orders would not be carried out unless they were the kind of orders which could be carried out; you know with what prudence and circumspection I act ... I examine the circumstances, I take advice ... and when I am convinced in advance of general approval, then I issue my orders, and have the pleasure of observing what you call blind obedience. And that is the foundation of unlimited power."

The serial monogamy in which she indulged arose originally through force majeure, the arbitrary removal of any object of her affection, including her new-born infants, which operated against her desire for lasting relationships. Serial monogamy is now the life-pattern of many ordinary, respectable people, as it has always been for high society. It is a pity that a sensational view has overshadowed the remarkable administrative achievement of an isolated German woman in developing the economy and culture of a vast foreign country by her nerve, imagination and steadfastness.

#### WINSTON CHURCHILL 1874-1965

A Frenchman, seeing one of Churchill's pictures in a gallery, said to a friend, "I understand that he is also involved in politics." He was involved in much more than painting or politics, and his rich gifts and varied characteristics provide endless scope for investigation.

Perhaps it is time now to take a second look at him. There is plenty to look at, and the investigator's courage and judgement will be put to the test.

#### CROMWELL 1599-1658

The plain, outspoken man of God - "more famous for his exercises in the fields than in the schools, being one of the chief matchmakers and players of football" - became a man of war, regicide, usurper, scourge of Ireland and the Roman Catholics. It is time now to remember also that he was Chancellor of Oxford University, revived the Army and the Navy, fostered Britain's overseas trade, and that, in the words even of a Royalist, "his greatness at home was a mere shadow of his greatness abroad."

#### FORD 1863-1947

In 1903 Ford sold his first small car; by 1926 thirteen million had been sold. By then, some 200,000 persons were employed, and the successful pioneer of mass-production had become the largest manufacturer in the world. Yet before 1930 the company was being outpaced by its competitors and was forced into a hard struggle for recovery. How a consummate mechanic with a single and timely idea achieved an administrative empire is still hard to explain.

# DE GAULLE 1890-1970.

"Resolute and inconvenient men", wrote de Gaulle, "are to be preferred to easy-going natures without initiative." As usual, he was describing himself. His resolution and initiative enabled him to save his country twice. His inconvenience maddened Petain, Churchill, Roosevelt, among many others and eventually his people rejected him.

He may later be remembered more for his theories on war and leadership than for his considerable achievements as a soldier and politician. He writes convincingly and with classical French elegance.

# LLOYD GEORGE 1863-1945

The prime force in the initiation of far-reaching social legislation in the early years of the twentieth century; the Prime Minister who, in the words of Smuts, was "the supreme architect of victory in the first World War". Of Lloyd George's great achievements there can be no doubt. Yet after the War, though still in Parliament, he held no ministerial office for the rest of his life. What were the reasons for this? There may have been some defect in his character, some doubt of his loyalty; or perhaps the rigid two-party system denied acceptance to the nation's ablest statesman.

#### HITLER 1889-1945

In 'Mein Kampf' Hitler set out his scheme for gaining mastery of the world. Nobody took it seriously. But he put it into practice, and overran and devastated most of Europe. How did he hypnotise the solid citizens of Germany into doing so many things they later regretted? Could Nazism take root in Britain now, as it did in Germany then? The study of this paradoxical man reveals unpleasant possibilities; but it may be better to be forewarned.

#### LENIN 1870-1924

From his youth a disciple of Marx and a revolutionary, Lenin added to Marxist dogma the strategy and tactics to give it practical effect. After many years in exile, organising illegal activities, he directed the seizure of power by the Bolshevists in 1917 and turned his gifts to organising the new State. Almost deified in the Soviet Union, execrated by non-Communists, Lenin has perhaps more than any other one man driven contemporary ideologies into their present positions by his creation of an enduring Communist state.

## LEVERHULME 1851-1925

William Hesketh Lever believed in so many things, and thought them all good for trade: Samuel Smiles, higher pay for harder work, the Sermon on the Mount, art in advertising, co-partnership, decimal coinage, better living for those who lived rightly. The story of his rise suggests that he was a born businessman, who would have succeeded whatever his beliefs.

# LINCOLN 1809-1865

Born in a log cabin, his schooling amounting to less than a year, his youth was spent axeing, ploughing and harvesting. Self-taught, he turned to trading, boat-building, navigating and soldiering. As an adult, he took to the law and politics. Here his gifts and pertinacity brought him to the Presidency, and he was able to "save the Union" and ensure the abolition of slavery before the assassin's bullet curtailed his achievements.

His speeches bring him closer than any chronicles. Logical, expressive, courageous, their freshness blows away the years, and the issues for which he fought are those we face today.

"Let us be diverted by none of those sophisticated contrivances such as groping for some middle ground between the right and the wrong, vain as the search for a man who should be neither a living man nor a dead man."

#### MAO TSE-TUNG 1893-1976

Physically strong, with a clear mind, a lively imagination and a determined will, Mao in his lifetime brought China from medieval backwardness into the twentieth century.

His achievements are legendary: the Long March, the Great Leap Forward, the Cultural Revolution. The Little Red Book, "Quotations from Chairman Mao Tse-Tung", rivals the Bible and Shakespeare as a world classic.

Mao remains unexpectedly modest, holding that the masses are the real leaders, and trusting in the creativity of ordinary people. "What we need is an enthusiastic but calm state of mind, and intense but orderly work," he said; and that is what he contributed.

#### MELCHETT 1868-1930

Alfred Mond came of an old race, but had ideas ahead of his time. It was in the 1920's that he wrote of "the three joint partners in industry, namely shareholders, management and labour", and said, "The world today is not governed by economists ... it is governed by psychology." It is said that he was born with clenched fists, and he used these in building an industrial empire, but there are many who remember him best as a lover of the arts and of his fellow men.

#### NAPOLEON 1769-1821

For his brilliant natural gifts, for his achievements in battle and in civil planning and construction, Napoleon remains unsurpassed. He bequeathed to France the structure of a centralised society which has endured until today, and the romantic notion of French glory inherited, among others, by Charles de Gaulle. But to the persistent student who refuses to be dazzled by his performance defects appear, as startling as his merits. He does not know when to stop, he has no moral sense, no idea that people are not things, that dead soldiers cannot fight, that duplicity in the end is shown up. In our more sophisticated age, would he have had as long a run before his Waterloo?

#### NASSER 1919-1970

In contrast to Nehru, who was largely a product of the British Raj, which he both loved and hated, Gamal Abdul Nasser at an early age rebelled absolutely against foreign domination. Brought up in poverty and deprivation, he never wavered in his efforts to improve the wretched conditions of the peasants. These central aims of national liberation and land re-distribution he achieved. The Arab unity for which he strove remains a dream.

Nasser's efforts to preserve Egypt's integrity in a chaotic situation taxed his strength to the utmost and perhaps his early death from a heart attack was inevitable. A simple, charming, brave and astute man, his charisma drew a powerful response from the ordinary people, from whom he sprang. If you want to understand the Arabs, who have such power over our future, the study of Nasser and his background provides useful information.

# NEHRU 1889-1964

Jawaharlal Nehru's father had ambitions for him within the framework of the British Raj. He himself carved out a greater career, in politics. Educated at Harrow and Cambridge, he cared for the British but hated their treatment of Indians. Fighting for national independence, he was nine times imprisoned. As India's first Prime Minister (1947-64) he promoted secularism, non-alignment, political, economic and social change. A rational idealist: "We do want high standards of living, but not at the cost of man's ... spirit of adventure."

#### NELSON 1758-1805

Nelson's funeral cortege was followed by a procession stretching from the Admiralty to St.Paul's. Not yet fifty, he was seen as our greatest naval hero. Today, the combination of leadership and sense of national strategy with his elusive unmilitary personality can be more objectively viewed. This physically frail yet indomitable figure has been judged harshly for his private life, but remains for many a symbol of boldness and victory.

#### FLORENCE NIGHTINGALE 1820-1910

It is not easy for us to appreciate all that it meant in the mid-nineteenth century for a woman to succeed in changing the accepted order in any branch of administration - above all, of military administration. The pioneer work of Florence Nightingale is an outstanding example of the union of humanity with efficiency, and is reflected in the hospital service of today.

# PEEL 1788-1850

This statesman, who held office under Wellington and helped the young Disraeli and Gladstone, opens for us the political history of the 19th century. One of Sir Robert's creations - the "bobby" - is with us still, and some of his problems have a familiar ring: economic distress, cost of living, income tax, budget deficit, shortage of foreign exchange, a small majority and a divided party.

# WILLIAM PITT 1759-1806.

At the age of thirteen he wrote a play of which it was said: "The plot is political and there is no love in it." So with his career, in which he made more enemies than friends, and was driven into political expedients to further his farsighted economic and foreign policies. With Wellesley on land and Nelson at sea he pursued with vigour a war whose length he underestimated and which at his death seemed lost. Historians link him with the great Prime Ministers of the 19th century rather than with his predecessors.

# REITH 1889-1971

In the B.B.C. Lord Reith created a model of public service broadcasting which is a standard against which all others are judged. At 49 he left behind him a rigid bureaucracy which later nearly caused the destruction of his achievement. People loved or hated him, and his enemies in the establishment, Churchill in particular, denied him the jobs he felt entitled to. Yet he achieved much in jobs which would have satisfied a less ambitious man. He personally considered himself a failure because broadcasting and its organisation had changed for the worse, and because he had never become Viceroy of India.

# RHODES 1853-1902

Colossal in his ideas, far-ranging in his plans, unscrupulous in his methods, his avowed purpose was the spread of British rule over the whole world. He spoke of annexing the planets. At thirty he had made a fortune, at thirty-seven he was Prime Minister, and before his death at forty-nine, he had extended British influence from the Cape to Lake Tanganyika. His work is largely dismantled and there may be no more empire-builders, but the driving force behind such men must find an outlet.

#### ROOSEVELT 1882-1945

Olympian figure of the White House, homely personality of the Fire-side Chat, F.D.R. was a great man who had the common touch. A great administrator too? Behind the flashing smile, the winning manner, was a planning capacity that shaped the New Deal, a shrewdness that foresaw America's proper part in world events, a persuasiveness that put his views across, a toughness that enabled him to carry for years a vast load of responsibility. This astute politician, crippled by illness, rose to the greatest height in his own country, and to sit with Churchill and Stalin as masters of the world at their time.

#### SCOTT AND AMUNDSEN

Robert Falcon Scott 1868-1912 Roald Amundsen 1872-1928

Comparison of these two explorers provides a rich field for controversy and discussion of many aspects of leadership, and their qualities and methods show up vividly within the narrow frame of their two journeys. Apparently Amundsen succeeded and Scott failed, but Scott was long held to be a hero and Amundsen a cheat. A recent book challenges this judgement, and questions the British approach to achievement. Do we really prefer losing?

#### SMUTS 1870-1950

Bookworm, scholar, recluse, ruthless commando leader and wily politician, he dominated the South African scene for half a century. In his own country reviled as a strike-breaker and dictator, in Britain and in the councils of Europe he was acknowledged as a world statesman. He held fast to his ideals, but could not tolerate opposition. He walked with kings, but lacked the common touch. He has been described as a great tree under which little else would grow, yet he worked for the unity of South Africa and saw the future of the world in terms of the Commonwealth and the United Nations.

#### STALIN 1879-1953

Joseph Stalin, cobbler's son, trainee priest and revolutionary, made one country of the nationalities of the U.S.S.R., achieved the industrialisation of Russia and the collectivisation of agriculture, and made Russia second only to the United States in power and influence. He held supreme power for 24 years. Evidently he had uncommon abilities. Could all this have been achieved without the brutalities which 'liquidated' the flower of a generation of his countrymen, and caused tens of millions to die in concentration camps? There is still scope for varied assessments of this brilliant and awful man.

#### GEORGE STEPHENSON 1781-1848

Every schoolboy knows about Stephenson's "Rocket", but it is not so generally appreciated that its creator was a cowherd at thirteen and still unable to read at seventeen; and that he was much more than a mechanical engineer. He personally organised and supervised the constructional side of the railways with which he was associated. It was to his administrative ability, at least as much as to his technical improvements and developments, that the earliest British railways owed their success.

# WELLINGTON 1769-1852

As a General he was said to be both cautious and lucky, but imperturbable in defeat and modest after victory. He had little liking for his soldiers or they for him, yet where the Duke was, there they stood fast. Had he possessed greater imagination, he might not have entered the political scene, where he behaved as if Head Prefect to his Sovereign, treated his colleagues as subordinates, and ignored public opinion, hating "the ignorance and presumption and licentiousness of the English press."

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HENLEY S110 5.1: Brief

# 5 STRATEGIC MANAGEMENT AND DIRECTION

#### 5.1 Leadership and direction

#### Introduction

- l. Some members will reach the top of major organizations. Others may neither aim at nor reach the top but it is nevertheless useful for them to understand the nature of this type of leadership. To be able to judge what makes top managers 'tick' their values and attitudes may be helpful in anticipating the behaviour both of leaders and their enterprises. To know what skills and aptitudes are required will help members to evaluate leaders in enterprises which they may encounter in their work; for example in organizations they may invest in, supply to, buy from, or subsequently work for.
- 2. This subject invites members to consider strategic leadership, which so often may give distinctive character, direction and inspiration to an enterprise. There are of course leaders at all levels and some discussion of them has already taken place, for example in the 2.2 and 2.3 subjects. In this subject, however, we focus on the leaders who carry the most senior responsibilities and who make the strategic decisions which will affect the whole of an enterprise over subsequent years. In the final part of the course, this subject also has obvious links with subjects 5.2 and 5.4, which deal with corporate strategy and in the context of the study of Futures in 5.3.

# Objectives

The subject is designed to stimulate members to consider leadership in the widest sense, so that:

- (i) they are helped to gauge their own leadership capacities at the strategic level.
- (ii) they can be most useful to any leader with whom they may work closely, by being supportive, or critical, if necessary.
- (iii) they can identify the kind of leadership that may be appropriate to different organizational circumstances, particularly when strategic change is necessary.
- (iv) they can appreciate how leaders relate to corporate identity, values and communications.

# 4. Field of Study

Leaders who have reached the top, past and present:

(i) their character and personality, training and development;

- (ii) the matters in which their personal involvement is essential;
- (iii) the methods used in gaining power and exercising it;
- (iv) the pressures on them and their way of meeting them;
- (v) their adaptability and resilience to changing circumstances.

## 6. Approach

The subject is in two parts. The first focuses on contemporary leaders of major organizations; the second on historical figures.

There will be an introduction to the subject, by Keith MacMillan and Paul Cherrington, for all members in the Conference Room on at 2000 hrs on 2nd November, when videotapes relating to current leaders of major businesses will be shown. This will be followed by a brief

During the first two syndicate sessions members should concentrate on contemporary leadership, drawing both on members' experience in their own organizations, and on the readings and other inputs which are available.

The third and fourth syndicate sessions should focus on the biographical study (see below) and preparation of the summary and plenary presentation.

In addition, members should take the opportunities afforded by the general talks given by current leaders of organizations to question and reflect on their particular approaches to strategic leadership.

## 7. Reading

In each folder members will find three papers which should be read prior to the first syndicate session on 7th December as stimulus to discussion.

The paper by Andrew Life reviews the main theoretical and research approaches to the study of leadership and provides some practical illustrations, mainly but not wholly from military history. In addition, Alan Ryan, from New College, Oxford provides in his paper some insights about the nature of political leadership.

The third paper is a short extract from "In Search of Excellence", by two writers from McKinsey and Co, Peters and Waterman. This discusses some aspects of business leadership. The book has been a best seller in the US although it has been critically reviewed, particularly in the UK. (A copy of the book is available to each syndicate for wider reading. Chapter 9 also focuses on leadership in relation to corporate values.)

Also provided for each syndicate are copies of two autobiographies by contemporary business leaders: Sir Michael Edwardes and Nigel Broackes. It is suggested that at least one member of the syndicate is delegated to read and report on each of these books. Not only will they help in the discussion of contemporary strategic leadership, but they may be used to compare and contrast with the historical figure chosen for the biographical study. A separate reading list is provided for each biographical figure.

Finally, members will find an optional reading list for those who wish to familiarise themselves with the legal constraints imposed on modern industrial leaders.

#### 8. Study Tasks

#### a) Study of Contemporary Leadership

The suggested task for members in this first part of the subject is to prescribe the kind of strategic leadership that is going to be needed in their organizations over the next five years, given their expectations of the future.

The syndicate may find some of the following questions useful in structuring their discussion.

- (i) Where is the corporate leadership in members' organizations? Is it individual or collective? How necessary is it for the leader(s) of an organization to epitomise the values and identity of the enterprise?
- (ii) What are the essential tasks that must be done by the leader personally?
- (iii) How can the leader resolve the conflict between short-term and long-term priorities?
- (iv) How can senior managers be most useful to a top manager with whom they work closely? What factors affect the right blend of assent and criticism? How does a strong-willed leader ensure he receives honest advice?
- (v) How important an influence does the corporate leader have on the success of an enterprise?
- (vi) How can the leader identify the need for change? If a very major change in corporate strategy or orientation seems necessary who judges whether a change in leadership is also needed? How can such a change be effected?
- (vii) What factors determine the kind of leadership needed by an organization?

## b) The biographical study

The passage of time and the work of historians allow for more objectivity in assessing an individual leader's character, strengths, weaknesses and methods than is usually possible with contemporary figures. On the other hand one naturally questions whether the same personal or situational factors which made for success or failure in the past are as relevant in the present, or will be so in the future.

The biographical studies serve two main purposes. The first, and general one, is to show the way "great people" behaved and acted in the various situations that confronted them; in this sense biographies are valuable sources of information about the motivation and behaviour of such people. The second main purpose is to act as a standard against which one can compare and contrast the kind of leadership needed at the current time.

9. Each syndicate should examine its chosen character's development as a person and as a leader, From this, an attempt should be made to crystallise the relevant qualities and attributes of leadership and to assess how far these are of general significance. Would they be appropriate today? What lessons, if any, can be drawn for developing or selecting leaders of modern enterprises? What similarities and differences does the syndicate identify in the situation, character values and achievements of the historical figure and of major leaders today?

## Selection of the Biographical character

10. Each syndicate should consider a different historical character, chosen from a list of those available for study included in this folder. Before the selection meeting members should read the thumbnail sketches of each character included in this folder. It may also be useful to consult the librarian. At the selection meeting syndicates should choose three characters in order of preference. If two or more syndicates choose the same character the Director of Studies will make arrangements for the final choice to be determined by negotiation between the syndicates concerned.

## Report

11. The report should outline the development, career and achievements of the biographical character against the background of the circumstances of the times, the main challenges which were faced, and qualities which the character displayed. It should also compare or contrast these conclusions with the syndicate's views on contemporary strategic leadership, derived from members' discussion of issues raised above in section 8(a) and the reading indicated in section 7 of this brief. The report should not exceed 2,000 words.

## Plenary

- 12. At the plenary each chairman is asked to make a speech lasting not more than ten minutes. This should aim to complement rather than repeat what is in the report. It should use the results of the biographical study to focus on the qualities of leadership needed today and in the future. Comment on the likely current effectiveness of a character's leadership style may be useful as well as, perhaps, comparisons between past and present social climates or between different leadership situations.
- 13. Following the chairman's presentations, Paul Cherrington will comment on the syndicates' reports and presentations. The Principal will then offer some concluding thoughts. There will be no discussion.

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HENLEY S110

5.1

# LEADERSHIP AND DIRECTION

# Summary of biographical characters

| Ernest Bevin      | 1881-1951 | Mao Tse-Tung         | 1893-1976 |
|-------------------|-----------|----------------------|-----------|
| Bismarck          | 1815-1898 | Napoleon             | 1769-1821 |
| Brune1            | 1806-1859 | Nasser               | 1918-1970 |
| Carnegie          | 1835-1919 | Nehru                | 1889-1964 |
| Catherine II      | 1729-1796 | Nelson               | 1758-1805 |
| Winston Churchill | 1874-1965 | Florence Nightingale | 1820-1910 |
| Cromwell          | 1599-1658 | Oppenheimer          | 1904-1967 |
| Ford              | 1863-1947 | Reith                | 1889-1971 |
| De Gaulle         | 1890-1970 | Rhodes               | 1853-1902 |
| Lloyd George      | 1863-1945 | Roosevelt            | 1882-1945 |
| Hitler            | 1889-1945 | Scott and            | 1868-1912 |
| Lenin             | 1870-1924 | Amundsen             | 1872-1928 |
| Leverhulme        | 1851-1925 | Stalin               | 1879-1953 |
| Lincoln           | 1809-1865 | George Stephenson    | 1781-1848 |

HENLEY S110 5.1: Biographical Thumbnails

#### Leadership and direction

## ERNEST BEVIN 1881-1951

"A man with none of the subordinate virtues, Bevin worked best at the top" so says his biographer Alan Bullock. Yet his father is unknown, and his mother died in poverty when Ernest was eight years old, and he had to fend for himself from his earliest years.

He reached the top as the dockers' K.C., as a trade union leader, as Minister of Labour and as Foreign Secretary. Like Churchill, who brought him into the government, he enjoyed the exercise of power: both men needed a big framework in which to develop their gifts, and they found it together in the Second World War.

Churchill, unlike Bevin, was born in the purple and had every advantage of wealth and position.

## BISMARCK 1815-1898

Bismark would stop at nothing to achieve his ends, and his strength of will and his brilliance seemed to paralyse all opposition. He would act unexpectedly and introduce wise social measures along with arbitrary acts of violence in a way that baffled friends and enemies.

His aim appeared to be to establish Prussia on a sound and lasting basis, but his glorification of deceit made this impossible in the long run. Hitler was his true heir, and perhaps the Bismarckian attitude finally led to the partition of Germany.

#### BRUNEL 1806-1859

"The poet-engineer, the practical dreamer." Brunel could design and build anything, from the Great Western Railway and the largest ship in the world to the lamp posts in Bristol Station. He could lead large numbers of men, as in digging the Sonning cutting and raising the Saltash bridge centre span. He could persuade hard-headed capitalists to invest in his adventurous schemes even though some of them had ended in financial disaster. He hated bureaucrats and Government intervention in any form. He was a brilliant and flambuoyant phenomenon of a confident and ambitious Britain. One wonders how he would get on today.

## CARNEGIE 1835-1919

"It is not the rich man's son that the young struggler for advancement has to fear in the race of life. Let him look out for the 'dark horse' in the boy who begins by sweeping out the office." So Andrew Carnegie looked over his shoulder at the poor Scottish immigrant of thirteen, who stayed to amass a great fortune. The age favoured such men, ruthless in creating industrial empires, lavish in giving away the proceeds.

## CATHERINE II 1729-1796

Catherine II has achieved notoriety for the freedom of her sex life and the extravagance of her Court. But she is Great for other reasons: for her extraordinary powers of survival, her courage, her zest for life and for her political judgement. An isolated woman in a vast foreign country, she won and kept her popularity throughout a long reign, and brought a backward and barbaric land closer to the European norm of that time.

## WINSTON CHURCHILL 1874-1965

A Frenchman, seeing one of Churchill's pictures in a gallery, said to a friend, "I understand that he is also involved in politics." He was involved in much more than painting or politics, and his rich gifts and varied characteristics provide endless scope for investigation.

Perhaps it is time now to take a second look at him. There is plenty to look at, and the investigator's courage and judgement will be put to the test.

## CROMWELL 1599-1658

The plain, outspoken man of God - "more famous for his exercises in the fields than in the schools, being one of the chief matchmakers and players of football" - became a man of war, regicide, usurper, scourge of Ireland and the Roman Catholics. It is time now to remember also that he was Chancellor of Oxford University, revived the Army and the Navy, fostered Britain's overseas trade, and that, in the words even of a Royalist, "his greatness at home was a mere shadow of his greatness abroad."

## FORD 1863-1947

In 1903 Ford sold his first small car; by 1926 thirteen million had been sold. By then, some 200,000 persons were employed, and the successful pioneer of mass-production had become the largest manufacturer in the world. Yet before 1930 the company was being outpaced by its competitors and was forced into a hard struggle for recovery. How a consummate mechanic with a single and timely idea achieved an administrative empire is still hard to explain.

## DE GAULLE 1890-1970.

"Resolute and inconvenient men", wrote de Gaulle, "are to be preferred to easy-going natures without initiative." As usual, he was describing himself. His resolution and initiative enabled him to save his country twice. His inconvenience maddened Petain, Churchill, Roosevelt, among many others and eventually his people rejected him.

He may later be remembered more for his theories on war and leadership than for his considerable achievements as a soldier and politician. He writes convincingly and with classical French elegance.

## LLOYD GEORGE 1863-1945

The prime force in the initiation of far-reaching social legislation in the early years of the twentieth century; the Prime Minister who, in the words of Smuts, was "the supreme architect of victory in the first World War". Of Lloyd George's great achievements there can be no doubt. Yet after the War, though still in Parliament, he held no ministerial office for the rest of his life. What were the reasons for this? There may have been some defect in his character, some doubt of his loyalty; or perhaps the rigid two-party system denied acceptance to the nation's ablest statesman.

#### HITLER 1889-1945

In 'Mein Kampf' Hitler set out his scheme for gaining mastery of the world. Nobody took it seriously. But he put it into practice, and overran and devastated most of Europe. How did he hypnotise the solid citizens of Germany into doing so many things they later regretted? Could Nazism take root in Britain now, as it did in Germany then? The study of this paradoxical man reveals unpleasant possibilities; but it may be better to be forewarned.

#### LENIN 1870-1924

From his youth a disciple of Marx and a revolutionary, Lenin added to Marxist dogma the strategy and tactics to give it practical effect. After many years in exile, organising illegal activities, he directed the seizure of power by the Bolshevists in 1917 and turned his gifts to organising the new State. Almost deified in the Soviet Union, execrated by non-Communists, Lenin has perhaps more than any other one man driven contemporary ideologies into their present positions by his creation of an enduring Communist state.

## LEVERHULME 1851-1925

William Hesketh Lever believed in so many things, and thought them all good for trade: Samuel Smiles, higher pay for harder work, the Sermon on the Mount, art in advertising, co-partnership, decimal coinage, better living for those who lived rightly. The story of his rise suggests that he was a born businessman, who would have succeeded whatever his beliefs.

#### LINCOLN 1809-1865

Lincoln would be hard to groom for the Presidency of the United States today. Quite uninterested in appearances or financial speculation, but a stickler for accurate facts and dates; giving flippant answers to serious questions; careless of reward - what advertising agency could cope with such a candidate?

He worked for the unity of the nation and for the rights of all to life, liberty and the pursuit of happiness. These convictions were deep-rooted and steadily held as he worked his way up from backwoods poverty through trading, the Law and then politics. His powers of oratory grew constantly and his speeches were logically constructed, clothed in a classic style, and delivered with force and feeling.

 $\operatorname{His}$  famous  $\operatorname{Gettysburg}$  speech followed one two hours  $\operatorname{long}$ .  $\operatorname{His}$  took two  $\operatorname{minutes}$ .

#### MAO TSE-TUNG 1893-1976

Physically strong, with a clear mind, a lively imagination and a determined will, Mao in his lifetime brought China from medieval backwardness into the twentieth century.

His achievements are legendary: the Long March, the Great Leap Forward, the Cultural Revolution. The Little Red Book, "Quotations from Chairman Mao Tse-Tung", rivals the Bible and Shakespeare as a world classic.

Mao remains unexpectedly modest, holding that the masses are the real leaders, and trusting in the creativity of ordinary people. "What we need is an enthusiastic but calm state of mind, and intense but orderly work," he said; and that is what he contributed.

## NAPOLEON 1769-1821

For his brilliant natural gifts, for his achievements in battle and in civil planning and construction, Napoleon remains unsurpassed. He bequeathed to France the structure of a centralised society which has endured until today, and the romantic notion of French glory inherited, among others, by Charles de Gaulle. But to the persistent student who refuses to be dazzled by his performance defects appear, as startling as his merits. He does not know when to stop, he has no moral sense, no idea that people are not things, that dead soldiers cannot fight, that duplicity in the end is shown up. In our more sophisticated age, would he have had as long a run before his Waterloo?

#### NASSER 1918-1970

In contrast to Nehru, who was largely a product of the British Raj, which he both loved and hated, Gamal Abdul Nasser at an early age rebelled absolutely against foreign domination. Brought up in poverty and deprivation, he never wavered in his efforts to improve the wretched conditions of the peasants. These central aims of national liberation and land re-distribution he achieved. The Arab unity for which he strove remains a dream.

Nasser's efforts to preserve Egypt's integrity in a chaotic situation taxed his strength to the utmost and perhaps his early death from a heart attack was inevitable. A simple, charming, brave and astute man, his charisma drew a powerful response from the ordinary people, from whom he sprang. If you want to understand the Arabs, who have such power over our future, the study of Nasser and his background provides useful information.

The character of Anwar Sadat, Nasser's close friend, emerges vividly, and his early career can be traced in Nasser's biographies.

#### NEHRU 1889-1964

Jawaharlal Nehru's father had ambitions for him within the framework of the British Raj. He himself carved out a greater career, in politics. Educated at Harrow and Cambridge, he cared for the British but hated their treatment of Indians. Fighting for national independence, he was nine times imprisoned. As India's first Prime Minister (1947-64) he promoted secularism, non-alignment, political, economic and social change. A rational idealist: "We do want high standards of living, but not at the cost of man's ... spirit of adventure."

## NELSON 1758-1805

Nelson's funeral cortege was followed by a procession stretching from the Admiralty to St.Paul's. Not yet fifty, he was seen as our greatest naval hero. Today, the combination of leadership and sense of national strategy with his elusive unmilitary personality can be more objectively viewed. This physically frail yet indomitable figure has been judged harshly for his private life, but remains for many a symbol of boldness and victory.

## NIGHTINGALE 1820-1910

Florence Nightingale's achievement was threefold. She established nursing as a structured career in new types of hospital. She rescued wounded soldiers from the gangrenous scrap-heap onto which the military threw them, and restored many to life and health. Lastly, she showed that wealthy women could evade the constrictions of the drawing-room and lead useful and interesting lives.

How did she do it? By pulling strings, by changing the attitudes, and using the talents and energies of influential men; and by developing a strategic neurosis which enabled her to retreat from family chatter into the privacy of the bedroom in which she studied, planned, interviewed, wrote and directed her campaigns.

## OPPENHEIMER 1904-1967

Oppenheimer eagerly led the team of scientists who developed the bomb dropped on Hiroshima in 1945. However, he was reluctant to contribute to the development of the hydrogen bomb. For this, the U.S. military establishment brought him before a tribunal and in effect tried him for treason.

In October 1949 he said "when you see something that is technically sweet you go ahead and do it and you argue about what to do about it only after...your technical success."

In April 1958 the tone had changed: "I am disturbed that no moral discussion of any quality...has been started on the problem of the atomic weapons... What can we think of a civilisation which is incapable of envisaging the prospect of an almost universal holocaust except in terms of strategy?"

The brilliant and puzzling Oppenheimer is an important symbol of managerial responsibility with its stresses and pitfalls. Edward Teller, who testified against him, is of course still an influential figure in the U.S. weapons controversy.

#### REITH 1889-1971

"Early days are crucial ones in either individual or corporate organisation."

J.C.W. Reith

The British Broadcasting Company of 1922 was transformed into the British Broadcasting Corporation in 1927. Its chief creator was John Reith, inwardly a tormented, Cromwellian character, outwardly a powerful, versatile and hardworking administrator.

His creation still stands as a model of public service broadcasting although we now take it for granted and have forgotten John Reith. A study of his life shows the dramatic, rapid growth and skilful shaping of perhaps our most excelling national asset. Foreigners appreciate the high qualities of our broadcasting system better than the British themselves. We owe a great deal to John Reith. Perhaps we would gain by finding out the nature of his achievement.

## RHODES 1853-1902

Colossal in his ideas, far-ranging in his plans, unscrupulous in his methods, his avowed purpose was the spread of British rule over the whole world. He spoke of annexing the planets. At thirty he had made a fortune, at thirty-seven he was Prime Minister, and before his death at forty-nine, he had extended British influence from the Cape to Lake Tanganyika. His work is largely dismantled and there may be no more empire-builders, but the driving force behind such men must find an outlet.

#### ROOSEVELT 1882-1945

Olympian figure of the White House, homely personality of the Fire-side Chat, F.D.R. was a great man who had the common touch. A great administrator too? Behind the flashing smile, the winning manner, was a planning capacity that shaped the New Deal, a shrewdness that foresaw America's proper part in world events, a persuasiveness that put his views across, a toughness that enabled him to carry for years a vast load of responsibility. This astute politician, crippled by illness, rose to the greatest height in his own country, and to sit with Churchill and Stalin as masters of the world at their time.

## SCOTT AND AMUNDSEN

Robert Falcon Scott 1868-1912 Roald Amundsen 1872-1928

Comparison of these two explorers provides a rich field for controversy and discussion of many aspects of leadership, and their qualities and methods show up vividly within the narrow frame of their two journeys. Apparently Amundsen succeeded and Scott failed, but Scott was long held to be a hero and Amundsen a cheat. A recent book challenges this judgement, and questions the British approach to achievement. Do we really prefer losing?

## STALIN 1879-1953

Joseph Stalin, cobbler's son, trainee priest and revolutionary, made one country of the nationalities of the U.S.S.R., achieved the industrialisation of Russia and the collectivisation of agriculture, and made Russia second only to the United States in power and influence. He held supreme power for 24 years. Evidently he had uncommon abilities. Could all this have been achieved without the brutalities which 'liquidated' the flower of a generation of his countrymen, and caused tens of millions to die in concentration camps? There is still scope for varied assessments of this brilliant and awful man.

## GEORGE STEPHENSON 1781-1848

Every schoolboy knows about Stephenson's "Rocket", but it is not so generally appreciated that its creator was a cowherd at thirteen and still unable to read at seventeen; and that he was much more than a mechanical engineer. He personally organised and supervised the constructional side of the railways with which he was associated. It was to his administrative ability, at least as much as to his technical improvements and developments, that the earliest British railways owed their success.

TCLT51BIOD45

## Optional background reading

 Companies Acts 1948, 1967, 1976, 1980, and 1981, HMSO

In syndicate libraries

 I.C.A.E.W. Guide to the accounting requirements of the Companies Acts, Gee & Co., 1977, 39 pp.

 Trade, The conduct of company directors, Cmnd. 7037, HMSO, Department of November 1977, 10 pp.

4. Ennis, R.W. Accountability in government departments, public corporations and public companies, Lyon, Grant and Green, 1967, 170 pp.

5. Smith, B.L.R. and Hague, D.C. (eds) Hague, D.C. (eds) Hacmillan, 1971, 391 pp.

Extracts from correspondence between
Sir Montague Finniston, Chairman of the British
Steel Corporation and the Rt. Hon. Anthony
Wedgwood Benn, Secretary of State for Industry,
1975, 6 pp.

7. Civil Service
Committee (The
Fulton Report)

The Civil Service, Vol. 2: Report of a Management
Consultancy Group. Evidence submitted to the Committee
under the Chairmanship of Lord Fulton 1966-1968,
HMSO, 1968, 115 pp.

8. Armstrong, Sir W. The Fulton Report: 1. The tasks of the Civil Service, Public Administration, Spring 1969, 11 pp.

Dunnett, Sir J. The Fulton Report: 2 Equipping the Civil Service for its tasks, Public Administration, Spring 1969, 19 pp.

Harris, W.G. The Fulton Report: 3 The role of the professional in the Civil Service, Public Administration, Spring 1969, 16 pp.

Dean, Sir M. The Fulton Report: 4 Accountable management in the Civil Service, Public Administration, Spring 1969, 15 pp.

9. Heclo, H. and The private government of public money, 2nd ed., Wildavsky, A. Macmillan, 1981, 399 pp.

10. Part, Sir Antony Creating and managing a large department, Management Services in Government, 34, (1), 8 pp.

11. Walker, S.D.

The basic structure of accountability and accountable management in government departments, Management Services in Government,  $\underline{34}$ , (1), February 1979, 9 pp.

12. Heseltine, Rt. Hon. М.

Ministers and management in Whitehall, Management Services in Government, 35, (2), May 1980, 9 pp.

13. Environment, Department of The new local authorities: management and structure, HMSO, 1972, 180 pp. (The Bains Report)

Department

14. Scottish Development Extract from: The new Scottish local authorities: organisation and management structures,  ${\mbox{HMSO}}$ , 1973, 2 pp. (The Paterson Report).

TCLT51RLD32

#### Optional background reading

#### on the legal and constitutional framework

- 1. The legal responsibilities of directors are set out in the various Companies Acts (HMSO, 1948, 1967, 1976, 1980 and 1981) (12) included in Syndicate Libraries. The particular requirements for the Director's Report are summarised in the Guide to the accounting requirements of the Companies Acts (13) published for The Institute of Chartered Accountants in England and Wales, also in Syndicate Libraries. Attention is also drawn to a White Paper prepared by the Department of Trade entitled The conduct of company directors (14).
- 2. Although dated R.W. Ennis's Accountability in Government
  Departments, public corporations and public companies (15) is still a
  useful source of reference, especially for the historical development
  of statutory responsibilities. Another more specialised source of
  reference is The dilemma of accountability in modern government independence versus control (16) edited by Bruce L.R. Smith and
  D.C. Hague. Those from the nationalised industries and public
  corporations may find the correspondence passing between the Rt. Hon.
  Anthony Wedgwood Benn, Secretary of State for Industry and Sir Montague
  Finniston, Chairman of the British Steel Corporation (17) in 1975 of
  particular interest and relevance because it raises not only questions
  about the statutory responsibilities of the boards of public
  corporations and the extent to which Ministers are entitled to
  "interpret" or override these, but also the difficult relationship, with
  which these boards have to grapple, between commercial objectives and
  social responsibilties.
- 3. There is a surprising dearth of published information about the role and responsibilities of the top management in the Civil Service. Chapter 4 of Ennis (see above) on Government Departments remains a useful, if somewhat dated source. Volume 2 of The Civil Service (18) containing the Report of a Management Consultancy Group submitted as evidence to the Committee under the Chairmanship of Lord Fulton, 1966-68 (popularly known as the "Fulton Report"), contains some general information of which the most useful is likely to be found in the section on Management and Organisation (paragraphs 303-380) and, in particular, in paragraphs 374-380 on "Top Management". Four articles on The Fulton Report (19) reprinted from the Spring 1969 issue of Public Administration may also be useful. Chapter 2 of The private government of public money, (20) by Hugo Heclo and Aaron Wildavsky, surveys the role of the Treasury and other chapters provide a useful, if somewhat partial and irreverent, insight into the workings of the Higher Civil Service.

In Management Services in Government, February 1979, Sir Antony Part writes (pp 5-12) (21) on the creation and management of a large Government Department and S.D. Walker (pp 13-21) on the basic structure of accountability and accountable management in Government Departments (22). In the same journal, May 1980, the Rt. Hon. Michael Heseltine, MP, discusses the concept of management in Whitehall and the role Ministers have to play in a managerial as well as a political sense in their Departments. (23)

4. Chapter 5 of the Bains Report (officially The new local authorities management and structure) (24) considers the appropriate organisation at officer level in Local Authorities and in particular makes recommendations about the role and function of the Chief Executive and the Officers' Management Team. This is also covered in Chapter 4 and Appendix 11 of The new Scottish local authorities, organisation and management structures (25) (also known as the Paterson Report); Appendix 11 usefully sets out the terms of reference for the chief executive.

# APPENDIX B

SELECTED COURSE OF STUDIES PAPERS

AUSTRALIAN ADMINISTRATIVE STAFF COLLEGE

MOUNT ELIZA

This Appendix contains selected course of studies papers relating to the biographies at the Australian Administrative Staff College, Mount Eliza. The annotated list below indicates the relevance of each item to Chapter Three.

| SESSION  | YEAR | ITEM  | NOTES   | PAGE    | NO. |
|--|------|---|---|---------|-----|
| First Biographies and the residual Biographies |      |   |   |         |     |
|  | 1957 | Brief<br>DS Notes <sup>1</sup><br>Thumbnails<br>Book List | Serves as a benchmark against which to view later changes. Indicate range of material then available. | 52      |     |
| 53   | 1975 | Brief<br>DS Notes<br>DS Notes Annex                       | First significant change in Brief: widening to encompass subject's management philosophy.             | 63      |     |
| 64   | 1979 | Brief<br>DS Notes<br>DS Notes Annex                       | Restructured Brief and DS Notes aimed at sharp-ening the focus.                                       | 67      |     |
| 65   | 1979 | Brief<br>DS Notes<br>DS Notes Annex                       | Slight modifications to Brief and DS Notes.   | 72      |     |
| 67   | 1980 | Brief<br>DS Notes<br>DS Notes Annex                       | Further revision of Brief aimed at critical assessment of subjects.                                   | 76      |     |
| 69   | 1980 | Brief<br>DS Notes<br>Thumbnails                           | Last occasion on which<br>Biography used. Thumbnail<br>virtually identical to<br>Session 1.           | 80<br>s |     |
| Second Biographies                             |      |   |   |         |     |
| 1  | 1957 | Brief   | Duplication of the intent of the First Biographies (Sessions 1 - 3).                                  | 86      |     |
| 4  | 1959 | Brief<br>DS Notes<br>Thumbnails                           | Joint biographies: Parkes Deakin, Barton (Sessions 4 - 15).   | , 87    |     |

<sup>1</sup> DS Notes: Directing Staff Notes

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SESSION 1.

Bio.l.: Brief

September, 1957

## FIRST BIOGRAPHIES

During the Session each Syndicate will be asked to study two biographies from the accompanying list, one in the first half and one in the second half of the Course of Studies. The method of selection will be explained by the Chairman at the first Biographies meeting.

From their study of the career and achievements of these personalities members will have the opportunity of assessing for themselves the characteristics of administrators who, because of what they did, became notable in their own day and memorable in ours.

## REPORT

Syndicates will present reports, not exceeding 2,500 words in length, giving some assessment of the career and character of the personality studied as seen in the circumstances of his own times and emphasing any aspects, admirable or otherwise, which they consider worth noting by those who bear responsibility today.

53

SESSION 1.

Bio.l: DS Notes

September, 1957

## FIRST BIOGRAPHY.

- 1. The Chairman must understand, and see that his syndicate understands, what the syndicate is being asked to do in these biographical studies.
- 2. The Brief suggests that, once their selection has been made (see para 6 below) Syndicates should study his "career and achievements" and "assess for themselves" his "characteristics" with an eye ultimately on the need for saying in their report what out of it all is "worth noting by those who bear responsibility to-day."
- 3. Assessing a man's career and achievements of course mean a good deal. It means getting a picture of the times in which he lived because account of these must be taken in any assessment of a man; it means finding out what he achieved and the methods he used in achieving it; it means trying to discover the particular personal qualities the man had which enabled him to achieve what he did and the weaknesses that made him fail when he failed. Only if a proper job is made of this will the syndicate have really done an "assessment". We don't want biographical catalogues of what these men did in the syndicate reports. We want critical assessments, which is quite a different thing and much harder work.
- 4. The object of all this, which the men should be left to discover for themselves, is to give them a chance of reflecting on the kind of obligations that are imposed on people in positions of high responsibility and the kind of qualities that these responsibilities demand; and on some of the methods people have used in the past in solving the problems with which they were confronted.

## Documents

45.

- 5. These documents are attached:-
  - 1. The Subject Time-Table.
  - 2. A series of Thumbnail sketches of the characters available for study. To this it is proposed to add some Australian characters.
  - A Book list, showing what is available for each character.
     (This is very much of a draft at this stage.)

## Method of Selection

- 6. The Chairman must explain the method of selection at the first meeting. This will be as follows:-
  - (a) The Syndicate should select from the list six characters whom they would like to study, then place them in order of priority of preference, and hand them to the Director of Studies immediately after the meeting to select names on the first Sunday.

- (b) In deciding which characters each Syndicate should study in Bio. 1. and later in Bio. 11, the Principal will do his best to give each Syndicate their first and second choices. He will however have to take account of other Syndicates choices and of the need for variety in the type of characters which will come to be presented at the PRESENTATIONS. It may not be possible therefore to let each Syndicate have its special preferences.
- (c) The Principal's decision will be put up on the notice board in the hall as soon as possible after syndicate selections have been received, i.e. not later than lunch time on the first Sunday.

## Book List

7. Secretaries of Syndicates will be free to draw the books relevant to their characters any time after 2 p.m. on Sunday.

#### Presentation

8. After the presentation speaker (for which 10 minutes are allowed to each character instead of the usual 8) there will be no discussion. A visitor of some distinction will be invited to come and wind up the proceedings. He will have read the reports, but will be widely briefed and may take any line. He may for instance talk in the abstract on aspects of senior administration, he may talk about eminent men he has observed, or he may discuss points arising from the reports and speeches.

ATC-J.

## Distribution:

Syndicate Leaders, M.B., ATC-J, H.A.H., HWS.

Copies to: Principal, C. of SS, Library.

## FIRST BIOGRAPHIES

## GROUP 1 - NATIONAL AND POLITICAL (BRITISH)

CROMWELL 1599-1658. Why have History's assessments of Cromwell covered opposite extremes of opinion - and all the grades between them? How did the rebel, the usurper, the tyrant, the hypocrite in Clarendon's story become the excellent pioneer, the object of hero worship and (to some) the almost saintly character of succeeding generations?

CURZON 1859-1925. "Viceroy of India, Secretary of State for Foreign Affairs, Prime Minister of Great Britain", - that formula Curzon once confessed had echoed in his heart for fifty years. It was said of him "he could with superb clarity expound the past; he could also with brilliant competence deal with the present; but was often unable to envisage the future". Was this the reason for his failure to realise his full ambition?

LLOYD GEORGE 1863-1945. The prime force in the initiation of far-reaching social legislation in the early years of the twentieth century: the Prime Minister who, in the words of Smuts, was "the supreme architect of victory in the first World War". Of Lloyd George's great achievements there can be no doubt. Yet after the War, though still in Parliament, he held no ministerial office for the rest of his life. What were the reasons for this? Was there some defect in his character which led to public distrust? Was he always loyal to those who worked with him? Had he the attributes of the great administrator or of the dictator?

Lachlan Macquarie 1761-1821. Governor of the Colony of New South Wales and set out to make what was still primarily a convict settlement into "a new Britain under blue skies". He built, explored, founded a bank, put the chaotic currency into order, and championed the cause of the emancipated convicts. But he intimidated the free settlers, displeased those in authority at the Colonial Office, and strongly opposed John Macarthur in his attempts to establish the infant wool industry. Historians have described Macquarie on the one hand as the father of a nation, and on the other as an autocrat in a hurry.

## GROUP 11 - NATIONAL AND POLITICAL (NON BRITISH)

NAPOLEON 1769-1821. Napoleon's history could be described, not unfairly, as an outstanding example of the ago uncontrolled. Was this the cause of his failure, or was it just faulty forecasting, or was he really a great administrator cheated by ill-fortune of the fruits of his skill?

LINCOLN 1809-1865. Lincoln has been described as "fair and direct in speech and action steadfast in principle, sympathetic and charitable, a man of strict morality, abstemious, familiar with the Bitle, though not a professed member of any Church". How far did these qualities contribute to the establishment of his fame as the saviour of his country and the liberator of a race.

ROOSEVELT 1882-1945. Olympian figure of the White House, homely personality of the Fire-side Chat, F.D.R. was a great man who had the common touch. A great administrator too? Behind the flashing smile, the winning manner, was a planning capacity that shaped the New Deal, a shrewdness that foresaw America's proper part in world events, a persuasiveness that put his views across, a toughness that enabled him to carry for years a vast load of responsibility. What will posterity say of him?

## GROUP 111 - SOCIAL AND PUBLIC SERVICE

<u>PEPYS</u> 1633-1703. The world knows Pepys as the very human character portrayed in the pages of his diary, but that intimate revelation of a short period of his domestic life tends to obscure the other Pepys. Has history given him his due as "Civil Servant" and as administrator in the Admiralty?

FLORENCE NIGHTINGALE 1820-1910. It is not easy for us to appreciate all that it meant in the mid-nineteenth century for a woman to succeed in changing the accepted order in any branch of administration - above all, of military administration. The pioneer work of Florence Nightingale is an outstanding example of the union of humanity with efficiency.

### GROUP 1V - MILITARY

NELSON 1758-1805. Nelson's funeral cortege was followed by a procession stretching from the Admiralty to St. Paul's. Not yet fifty, he was seen then as our greatest naval hero. To-day, nearly 150 years later, the combination of leadership and sense of national strategy with his elusive unmilitary personality can be more objectively viewed. Does it still appear that this physically frail yet human and indomitable figure was rightly judged?

KITCHENER 1850-1916. Of Kitchener as War Minister Lloyd George wrote "he undoubtedly possessed some of the rarest qualities of the great organiser - the gifts of improvisation, of drive, of leadership. But he had developed two patent defects - a reluctance to delegate and, more serious still, an inability to choose the right man". Does this judgment imply that Kitchener, a soldier turned statesman, successful creator of a great citizen army nevertheless failed in his biggest administrative task?

## GROUP V - DOMINION AND COLONIAL

RAFFLES 1781-1826. Sir Stamford Raffles is best known as the founder of Singapore. He had undeniably a natural flair for colonial administration, and the events which led to the founding of Singapore have been described as a stroke of genius and unrivalled statecraft. His part in the foundation of the Zoological Society provides a somewhat striking contrast to his other activities.

RHODES 1853-1902. Rhodes has been described as the greatest empire builder we have known, worthy even to be ranked with Alexander and Caesar. Was the bitterness of his enemies a measure of his greatness, or of the extent to which he may have been over-rated?

SMUTS 1870-1950. What are the "imponderable" factors in administration? The career of Smuts, philosopher and statesman, visionary and man of action, may help to throw light on these vague, elusive, yet indispensable qualities.

# SESSION 1.

September, 1957

# BIOGRAPHIES - BOOK LIST

# GROUP 1 - NATIONAL AND POLITICAL (BRITISH)

| CROMWELL: 1599-16   | 58.  | Available   |
|---|--|-------------|
| Buchan<br>Firth   | Oliver Cromwell. 1946. Oliver Cromwell and the Rule of   | in Library. |
| Fortescue<br>Gardiner<br>Gardiner<br>Morley<br>Parker (ed.) | the Puritans in England.1947.<br>Six British Soldiers.1928.<br>Cromwell's Place in History. 1897.<br>Oliver Cromwell. 1901.<br>Cromwell. 1900.<br>Famous British General 1951. | 1 1 1       |
| Young<br>Williamson<br>Harrison<br>Carlyle                  | (pp. 1-26) Charles and Cromwell. 1950. Charles and Cromwell. 1939. Oliver Cromwell Oliver Cromwell's Letters and Speeches. 5 vols. 1871.                                       | 1 1 1       |
| Background  | Special y voice. 10/1.   | •           |
| Ashley<br>Carlyle (ed.)                                     | Cromwell's Generals. 1954.<br>Oliver Cromwell's Letters and  | 1           |
| McMunn  | Speeches. 4 vols. 1904. Images through the Ages. 1935. (Sections V & V1)   | 1<br>2      |
| Dictionary of<br>National Biograp<br>Obituaries etc.        | hy;<br>Photostatic Extracts  | 1           |
| CURZON: 1859-1925   | •  |             |
| Churchill<br>Curzon   | Great Contemporaries. 1941.<br>(pp. 235-250)<br>Lord Curzon in India: A  | 1           |
| Nicholson, H. Ronaldshay                                    | Selection from his Speeches. 1906. Curzon: The Last Phase. 1934. Life of Lord Curzon. 3 vols. 1928.  | 1<br>1<br>2 |
| Background  |  |             |
| Driberg<br>Lloyd George<br>Nicholson, H.<br>Nicholson, H.   | Beaverbrook. 1956.<br>War Memoirs. 2 vols., n.d.<br>King George V.<br>Some People (Chap. 8)  | 1<br>2<br>1 |
| Pope-Hennessy   | New ed. repr. 1946<br>Lord Crewe, 1858-1945. 1955.   | 1<br>1      |
| Dictionary of<br>National<br>Biography,<br>Obituaries etc.  | Photostatic Extracts   | 1           |

| LLOYD GEORGE: 1863                               | -1945.   | Available in Library. |
|--|--|-----------------------|
| Jones<br>Lloyd George<br>Owen                    | Lloyd George. 1951.<br>War Memoirs. 2 vols. n.d.<br>Tempestuous Journey: Lloyd   | 1<br>2                |
| Sylvester<br>Thomson                             | George, His Life and Times. 195<br>The Real Lloyd George. 1947.<br>David Lloyd George: The Official                                    | 4. 1                  |
| Lloyd George                                     | Biography. 1948.<br>Is it Peace  | 1<br>1                |
| Background                                       |  |                       |
| Amery  | My Political Life. 1896-1929. 2 vols. 1953.  | 1 2                   |
| Baldwin<br>Churchill<br>Nicholson, H.<br>Spender | My Father: the True Story. 1955. The World Crisis 1914-19. 1943. King George V. A Short History of our Own Times.                      | 1<br>2                |
| Dictionary                                       | 1934.  | 1                     |
| of National<br>Biography,<br>Obituaries etc.     | Photostatic Extracts   | 1                     |
| LACHLAN MACQUARIE:                               | 1761-1824.   |                       |
| Macquarie:                                       | Journals of His Tours in New Sout Wales and Van Dieman's Land 1810-22.   | h                     |
|  | Syd. Pub. Lib. 1956.   | 1                     |
|  | Art in Australia Ser. 1. No.10.  | 1                     |
| Barnard, M.F.<br>Ellis<br>O'Brien                | Macquarie's World. 1941. Lachlan Macquarie Foundations of Australia Lachlan Macquarie: some aspects o his life. 1942. (Brisbane Univ.) | 3<br>3<br>1           |
| Palmer, V.                                       | National Portraits p. 15-27.<br>Melb. Univ. Press. 1948.   | 1                     |
| Phillips, Marion                                 | A Colonial Autocracy<br>Lon. P.S. King 1909.   | 1                     |
| Travers, B.H.                                    | The Captain-General: Being a<br>Study of Lachlan Macquarie<br>Syd. Shakespeare Head. 1953.   | 1                     |
| Photostatic Copie of Articles.                   |  |                       |
| Bladen   | Roy. Aust. Hist. Soc. J. & Proc. v.2. p. 171-2.  | 1                     |
| Bertil<br>Dennis<br>Ellis                        | " " "v16. p22-51. " " "v23. p.412-72. " " "v27. p. 93-126  | 1<br>1<br>1           |
| McGuanne   | " "v28. p. 375-475.<br>" "v4. p.49-125.<br>v5. p.74-103.   | 1<br>1<br>1           |
| Walker<br>Wood                                   | " " "v1. p.28-33.<br>v16. p.323-463.   | 1                     |

# GROUP 11 - NATIONAL AND POLITICAL (NON-BRITISH)

# NAPOLEON: 1769-1821.

| MAPODEON:  | 103-1021 | · •  |   |
|--|----------|--|---|
| Fisher Geyl Hedgemann Kingsmill Lockhart Ludwig Rosebery Thomson                                       |          | Napoleon, n.d. Napoleon. 1949. Napoleon. 1931. The Poisoned Crown. 1944. The History of Napoleon Bonaparte. 1915. Napoleon. 1927. Napoleon: The Last Phase. 1900. Napoleon Bonaparte: His Rise and Fall. 1953.   | 1 1 1 1 1 1   |
| Background   |          |  |   |
| Bryant Bryant Taylor McMunn  |          | The Years of Endurance, 1793-1802.<br>1947.<br>The Years of Victory, 1802-1812.<br>1945.<br>From Napoleon to Stalin.<br>Leadership Through The Ages. 1935.   | 1 1 1 1   |
| Dictionary<br>National<br>Biography,<br>Obituaries<br>LINCOLN: 180                                     | etc.     |  | 1   |
| Charnwood Kingsmill Agar Beveridge Masters McMunn Randell Randell Shirley Wheare Thomas Sharp Strunsky | · ·      | Abraham Lincoln. 1947. The Poisoned Crown. 1944. Abraham Lincoln. 1952. Abraham Lincoln, 1809-1858. 2 vols. 1928. Lincoln. 1931. Leadership Through the Ages. 1935. (Sections 1X and X.) Lincoln, The Liberal Statesman. 1947. 3 vols. Lincoln, The President, 2 vols. n.d. A Short Life of Abraham Lincoln. 1919. Abraham Lincoln & The United States Abraham Lincoln Abraham Lincoln | 2<br>1<br>1<br>1<br>1<br>2<br>1<br>1<br>1<br>1<br>1 |
| Dictionary<br>National<br>Biography,<br>Obituaries   |          | Photostatic Extracts.  | 1   |

#### FRANKLIN ROOSEVELDT: 1882-1945. Rooseveldt in Retrospect. 1950. Citizen of The World: Franklin Gunther 1 Hatch D. Rooseveldt. n.d. President Rooseveldt. 1948. Kiernan 1 Mr. Rooseveldt. 1944. The Rooseveldt Letters. Vol.3. 1950. MacKenzie Rooseveldt 2 Rooseveldt, Mrs. This I Remember. 1950. 2 Woon Rooseveldt: World Statesman 1 Background The Rooseveldt I Knew Perkins 1 Looking Forward (Articles and Rooseveldt Speeches) 1933. On Our Way (The New Deal) 1934. The White House Papers of Rooseveldt 1 Sherwood Harry L. Hopkins 2 Vols. 1948. The Struggle for Europe. 1952. Wilmot 2 Photostatic Extracts Dictionary of National Biography, Obituaries, etc. GROUP 111 - SOCIAL AND PUBLIC SERVICE SAMUEL PEPYS: 1623-1703. Samuel Pepys: The Man in the Bryant Making. 1947. 1 Bryant Pepys: The Saviour of The Navy. 1947. Pepys: The Years of Peril, 1947. 2 Bryant Pepys. 1930. Drinkwater Tanner Mr. Pepys. 1925. 1 Everyman's The Diary of Samuel Pepys. 2 vols. 3 vols. 2 Further Correspondence of Samuel Tanner Pepys Morshead (ed.) Everybody's Pepys (Abridged Diary) 1 Dictionary of Photostatic Extracts 1 National Biography, Obituaries, etc. FLORENCE NIGHTINGALE: 1820-1910. Cook Life of Florence Nightingalo. 2 vols, 1913. 2 O'Malley Florence Nightingale, 1820-1856. 1931. 1 The Great Victorians. 1932. Eminent Victorians. 1938 & 1945. Massingham (ed.) 2 Strachey 5 Woodham-Smith Florence Nightingale. 1950. Background Woodham-Smith The Reason Why. 1953. Dictionary of Photostatic Extracts National Biography Obituaries etc.

# GROUP 1V - MILITARY

| <u>NELSON</u> : 1758-1805.   |  | 61                              |
|--|--|---------------------------------|
| Grenfell<br>James<br>Mahan<br>Oman, Carola<br>Oman, Carola<br>Wilkinson<br>Southey | Nelson the Sailor. 1949. The Durable Monument. 1948. Life of Nelson (2 vols.) 1897. Nelson. 1947. Lord Nelson. 1954. Nelson. 1931. Life of Nelson. 1813. | 1<br>1<br>2<br>2<br>1<br>1<br>2 |
| Background   |  |                                 |
| Bryant   | The Years of Endurance 1793-1802   | 1                               |
| Bryant   | The Years of Victory 1802-1812.  | 3                               |
| Kennedy  | Nelson's Band of Brothers. 1951.   | 1                               |
| Dictionary of National Biography, Obituaries, etc.                                 | Photostatic Extracts   | 1                               |
| KITCHENER: 1850-19   | 16.  |                                 |
| Arthur   | Life of Lord Kitchener. 3 vols.  | 2                               |
| Ballard<br>Esher   | Kitchener. 1930. The Tragedy of Lord Kitchener. 1921.  | 1 2                             |
| Hodges<br>Parker (ed.)   | Lord Kitchener. 1936. Famous British Generals. 1951. (pp. 94-106).   | 1                               |
| Watteville<br>Wheeler<br>Stevens   | Lord Kitchener. 1939. The Story of Lord Kitchener. 1916. With Kitchener in Khartown.   | 1<br>2<br>1                     |
| Background   |  |                                 |
| Amery  | My Political Life, 1896-1929.<br>2 vols. 1953.   | 1                               |
| Callwell<br>Churchill<br>Lloyd George<br>Nicholson, H.                             | F-M Sir Henry Wilson. 2 vols. 1927.<br>The World Crisis.<br>War Memoirs. 2 vols.<br>King George V.   | 2<br>1<br>2<br>2                |
| Dictionary of<br>National<br>Biography,<br>Obituaries, etc.                        | Photostatic Extracts   | 1                               |
|  | GROUP V - DOMINION AND COLONIAL  |                                 |
| <u>RAFFLES</u> : 1781-1826   | •  |                                 |
| Coupland<br>Egerton<br>Sophia Raffles  | Raffles of Singapore. 1946.<br>Sir Stamford Raffles. 1900.<br>Memoirs of Sir T.S. Raffles.   | 2                               |
| Wurtzburg  | 2 vols. 1835.<br>Raffles of The Eastern Isles. 1954  | 1                               |

#### Background Carrington The British Overseas. 1950. Imperial Commonwealth. 1945. Elton Raffles of Singapore. 1948. British Malaya. 1908. Commentary on a Syndicate Report. 1950. Hahn Swettenham Wurtzburg Photostatic Extracts Dictionary of National Biography, Obituaries etc. CECIL RHODES: 1853-1902. Lockhart Rhodes, 1946. McDonald Rhodes - a Life. 1941. Massingham (ed.) The Great Victorians.1932. Cecil Rhodes. 1953. Life of Cecil Rhodes. 1933. Maurois Millin The Life of Cecil Rhodes. 2 vols. Mitchell Rhodes of Africa. 1956. Gross Background Carrington The British Overseas. 1950. Elton Imperial Commonwealth. 1945. Reitz Commando. 1932. Photostatic Extracts Dictionary of National Biography, Obituaries etc. SMUTS: 1870-1950. ·Armstrong Grey Steel. 1937. General Smuts. 1943. General Smuts. 2 vols. 1936. Kiernan Millir. Reitz Commando Jan Christian Smuts. 1952. Smuts, J.C. The Speeches of the Rt. Hn.J.C.Smuts 1 Smuts Background My Political Life. 1896-1940. 3 vols. 1955. Amery 1 The British Overseas. Carrington Imperial Commonwealth. 1945. Elton

Photostatic Extracts

Dictionary

of National Biography, Obituaries etc. SESSION 53 Advanced Course Brief

July - September 1975

## **BIOGRAPHIES**

- 1. Each syndicate will be asked to study a biography from the accompanying list. The method of selection will be explained by the chairman at the first Biographies meeting.
- 2. From their study of the career and achievements of these personalities, members will have the opportunity of assessing for themselves the characteristics of men or women who, because of what they did, were notable in their own day and are memorable in ours.
- 3. Syndicates may desire to include some discussion of the management philosophy of their subject; to relate it to his achievements and failures; and to consider it in relation to what they consider appropriate for today.

## Report

4. The syndicate is asked to present a report of not more than 2,500 words, giving an assessment of the career and character of the personality studied, as seen in the circumstances of his own times, and emphasizing aspects, admirable or otherwise, worth noting by those who bear responsibility today.

ac 53

#### **BIOGRAPHIES**

DS NOTES

- 1. The chairman must understand, and see that his syndicate understands, what the syndicate is being asked to do in these biographical studies. In effect they are to make a human case study; a thing that is possible only after a man's life is completed.
- 2. A study of this sort is expected to lead men to examine the systems of ideas, and values from which our own social institutions have sprung, and to be aware of the mesh of personal preferences and compromises that gave them their particular form.
- 3. The brief suggests that, once their selection has been made (see para.8 below) syndicates should study the men's "careers and achievements" and "assess for themselves" each one's "characteristics" with an eye ultimately on the need for saying in their report what out of it all is "worth noting by those who bear responsibility today".
- Assessing a man's career and achievements of course means a good deal. It means getting a picture of the times in which he lived because account of these must be taken in any assessment of a man; it means finding out what he achieved and the methods he used in achieving it; it means trying to discover the particular personal qualities the man had which enabled him to achieve what he did and the weaknesses that made him fail when he failed. Only if a proper job is made of this will the syndicate have really done an "assessment". We don't want biographical catalogues of what these men did in the syndicate reports. We want critical assessments, which are quite a different thing and much harder work.
- 5. The object of all this is to give them a chance of reflecting on the kinds of obligation that are imposed on people in positions of high responsibility and the qualities that these responsibilities demand; on some of the methods people have used in the past in solving the problems with which they were confronted, and on whether these methods must be modified in today's conditions.
- 6. We are continuing our experiment with smaller syndicates. In this subject NRS's syndicate will be split in two and will study different characters. Chairmen and secretaries for his two groups have already been nominated. He will decide on how the other members will be allocated.

#### **Documents**

- 7. The following documents are attached:
  - (a) The subject time-table.
  - (b) A series of thumbnail sketches of the characters available for study.
  - (c) A Reading List of background material. (The Reading Lists relating to the characters chosen will be issued after the 'select names' period.)

Method of Selection 65

8. The chairman should ensure that the syndicate members have read the thumbnail sketches of the characters available for study before they come to the 'select names' meeting. They will be reminded to do this by their Syndicate Leaders beforehand.

- 9. At the 'select names' period the chairman should explain the method of selection, which will be as follows:
  - (a) Each syndicate should be asked to prepare a list of six personalities from the list of thumbnail sketches, and place them in order of preference from 1 to 6. The list should be submitted to JGS immediately after the first ('select names') meeting.
  - (b) The Principal's decision as to which character each syndicate will study will be put up on the notice board in the hall shortly afterwards.
  - (c) RMD to be advised of finally allocated (chosen) names as soon as possible.
  - (d) Secretaries of syndicates will be able to draw books from the library at 4.30 p.m. on Tuesday, 19 August.
- 10. In deciding which characters the syndicate will study, the Principal will do his best to give each syndicate its first choice. He will, however, have to take account of other syndicates' choices and of the need for variety in the characters to be presented at the Presentation. It may not be possible therefore, to adhere entirely to the preferences.

## Selective Reading

11. The material provided to any syndicate needs to be read selectively if it is to be covered adequately in the time available. It may be useful to remind chairmen at briefing that quite often particular points may be tabbed and followed through by consulting the indices which appear at the end of the texts of most of the books (this in addition, of course, to consulting contents pages which point to broad areas of enquiry rather than specific matters).

## Time-table

12. The time-table provides for five discussion periods and <u>one</u> period for considering drafts.

## Presentation

- 13. There will not be a discussion after the presentation speeches for which each chairman will be allowed 6 to 8 minutes. A visitor has been invited to speak after the presentation speeches.
- 14. The visitor will have read the reports but will be widely briefed and may take any line. He may, for instance, prefer to talk about some aspects of senior administration, or from personal knowledge of eminent people, rather than discuss points arising from the reports and presentation speeches.

SESSION 53 Advanced Course DS Notes Annex

July - September 1975

## **BIOGRAPHIES**

## ANNEX

## Change to Brief

A new paragraph 3 has been added to the brief which suggests a particular approach to the study. There has been considerable discussion as to whether any change in brief should be made, and DS are asked to observe what change, if any, is discernible in syndicate and whether in a desirable direction.

## Split Syndicate

On this occasion NRS's syndicate will be split. LRP reports that his experiment of having the chairmen draft the quieter members into one subsyndicate was a great success. (All credit to Rackham and Honey.)

# New Character

William Morris Hughes, Labor leader and Prime Minister has been added to the list.

AC 64 1979

**BIOGRAPHIES** 

Brief

#### Objectives

- 1. Each syndicate will be asked to study a biography from the attached list, and to make a critical assessment of the person's career: in effect, a human case study, which is possible only after a person's life is completed.
- 2. From their study, members will have the opportunity to assess for themselves the characteristics and actions of men or women who were notable in their own day and memorable in ours. But this will only be worth doing if members seek to derive from the study lessons which are relevant for their role as managers today and in the future.

#### Scope of the Study

- 3. Assessing a person's career and achievements is no light task. It involves an understanding of the times in which he or she lived; it means identifying the person's major achievements (and setbacks); it requires an analysis of the factors (both internal and external) which contributed to these outcomes; it is an assessment of personal qualities (both strengths and weaknesses) and of opportunities taken or lost. Such assessments must often be made on the basis of incomplete or contradictory evidence.
- 4. To capture the relevance required in the report, syndicates will need to study their subject in the social environment of the day, and evaluate the degree to which this matches the realities of society today and in the (speculative) future.

## Selection of Names

5. The method of selection will be explained by the Chairman at the first meeting.

## Selective Reading

6. Whilst the Library holds a comprehensive range of material on each subject, reading will need to be selective in view of the limited time available. It is therefore essential for Chairmen and Secretaries to arrange with Ruth Doig a suitable time during the afternoon of <u>Friday 20 April</u> to discuss the selection of materials.

#### Report

7. The Syndicate is asked to present a report of not more than 2,500 words, which gives a critical assessment of the career of the personality studied, and an analysis of those aspects of that career which may provide lessons for managers, today and in the future.

- 1. The brief has been rewritten for AC 64, so as to give it more structure and hopefully a better result. The purposes have not changed, except perhaps to specify the task and to recognize limitations of time and historical expertise amongst session members. There is a more explicit invitation for the report to contain at least some discussion about whether future times and values are so different from those of these subjects as to make the lessons from them somewhat questionable. (See para.3 below.)
- 2. Whilst the brief emphasizes "relevance" for managers today and in the future, it would be unfortunate if syndicates restricted this to pragmatic actions that achieved specific ends, without considering the moral and social dimensions of those actions. It is important that members reflect

"... on the kinds of obligation that are imposed on people in positions of high responsibility and the qualities that these responsibilities demand ..."

3. Paragraph 4 of the Brief emphasizes the interaction between the social environment and a person's character, goals and methods. A more adventurous syndicate may seriously question whether we can learn anything at all from these people, if for example, the values in their societies are shown to be quite different to today's and may even be unrecognizable in the future.

#### Selecting Names

- 4. Where a Syndicate Leader feels it appropriate, the Dean may accede to a request that one syndicate split into two smaller groups, which each study a separate biography.
- 5. The chairman should ensure that syndicate members have read the thumb-nail sketches in the folder before the "Select Names" period. Syndicates may then care to try one method of selecting names suggested by LRP:
  - (a) Members meet in pairs to agree on a short list of 5.
  - (b) Pairs coalesce into 4's to agree on a short list of 5.
  - (c) The whole syndicate now attempts to agree on a final list.
- 6. The selection exercise provides a useful experience of consensus seeking. Chairmen should be encouraged to seek genuine consensus for the syndicate decision rather than take the soft option of a majority vote. A useful note on consensus-seeking is attached.
- 7. At the "Select Names" meeting the chairman should explain the method of selection:
  - (a) Each syndicate prepares a list of five personalities from the list of thumbnail skatches, in priority order 1 to 5.
  - (b) Immediately after the meeting this list is given to the DS in charge of Bio, who makes a final selection, consistent with the choices of all syndicates and the need for variety in the characters studied.
  - (c) Once this final selection is complete (after consultation with chairmen if necessary) the DS in charge will -
    - (i) List the selections on the DCR whyteboard.
    - (ii) Inform RMD, for the preparation of materials.

Bio 2 DS Notes

## Meeting(s) with Chairman and Secretary

8. Some DS may prefer to meet twice with Chairman and Secretary; firstly (and very shortly) to describe the "Select Names" procedure, and secondly after the subject has been chosen, to talk more about the substance of the chosen task.

#### Selective Reading

- 9. The material available in the Library needs to be read selectively if optimum use is to be made of the time available. To this end, some variation to previous arrangements has been introduced, as below.
- 10. The major reading lists will be retained (augmented as necessary) and distributed to all members of a syndicate. Initially, however, only a selection of the books will be actually distributed to syndicates, together with copies of relevant short articles and a summary statement about the character (e.g. from a Dictionary of Biography). The distribution should ensure an equitable reading load amongst syndicate members, and enough variety of approach by different biographers.
  - It will be essential for Chairman and Secretary to consult with RMD on the afternoon following "Select Names". This is designed to encourage a purposeful selection of materials, ease of access to further research sources, and a heightened awareness of the services provided by a professional librarian.

## Time-table

12. The time-table provides for four discussion periods plus one period for considering drafts.

## Presentation

13. Chairmen's addresses, but no discussion of reports. Instead, a visitor will be invited to review the reports in a summary speech. (The DS in charge may care to include some or all of the points in the attached paper, along with a copy of the Brief, when sending out the invitation to the reviewer.)

AC 64

**BIOGRAPHIES** 

DS Notes Appendix

### Advice to Reviewers

- 1. When sending the invitation to the reviewer of the Bio Reports, DS may care to complement the Brief by indicating some or all of the following aspects of our approach to the study.
  - (a) Members are not expected to write biographies in the accepted (historical) sense. The College is more concerned with the level of discussion prompted by the material than in establishing the 100% veracity of evidence on which the discussion is based.
  - (b) The pressures of time available for the study may inhibit the amount of research possible and the complete discussion of evidence provided by conflicting writers.
  - (c) In the attempt to derive relevant lessons from the study, there is a general invitation for syndicates to "chance their arm" in reports on subjects. The College would thus applaud an attempt at an innovative essay which bore little relation to the style of an academic researcher.
  - (d) Syndicates are invited to argue (at least in part), that the study of historical characters provides few lessons for managers today, since the social environment is quite different.

AC 64

**BIOGRAPHIES** 

DS Notes Annex

## ANNEX

- 1. For AC 64, the Bio Brief and DS Notes have been restructured, so as to provide a sharper focus for the subject.
- 2. WAP would appreciate feedback on the Brief and DS Notes after the subject is completed.

Brief

### Introduction

- 1. Each syndicate is asked to study the life of a famous person from the attached list, and to make a critical assessment of the person's career. It is, in effect, a human case study, which is possible only after a person's life is completed.
- 2. From their study, members will have the opportunity to assess for themselves the characteristics and actions of men or women who were notable in their own day and memorable in ours. But this will only be worth doing if members seek to derive from the study lessons which are relevant for their role as managers today and in the future.

### Scope

- 3. Assessing a person's career and achievements is no light task. It involves an understanding of the times in which he or she lived. It means identifying the person's major achievements and setbacks. It requires an analysis of the factors (both internal and external) which contributed to these outcomes. It is an assessment of personal qualities (both strengths and weaknesses), and of opportunities taken or lost. Such assessments must often be made on the basis of incomplete or contradictory evidence.
- 4. Syndicates will need to study their subject in the social environment of the day, and then evaluate the degree to which this matches the realities of society today and in the future.

## Selection of Subject for Study

5. The method of selection will be explained by the Chairman at the first meeting.

## Selective Reading

6. Whilst the Library holds a comprehensive range of material on each subject, reading will need to be selective in view of the limited time available. It is therefore essential for Chairmen and Secretaries to arrange with Ruth Doig a suitable time during the afternoon of <u>Tuesday 31 July</u> to discuss the selection of materials.

## Report

7. In less than 2,500 words, the report should analyse those aspects of the career of the person studied which provide lessons for managers, today and in the future.

BIOGRAPHIES

- DS Notes
- 1. The Brief was rewritten for AC 64, to give it more structure and hopefully a better result. The purposes have not changed, except perhaps to specify the task and to recognize limitations of time and historical expertise amongst session members. There is a more explicit invitation for the report to contain at least some discussion about whether future times and values are so different from those of these subjects as to make the lessons from them somewhat questionable. (See para.3 below.)
- 2. Whilst the Brief emphasizes "relevance" for managers today and in the future, it would be unfortunate if syndicates restricted this to pragmatic actions that achieved specific ends, without considering the moral and social dimensions of those actions. It is important that members reflect
  - "...on the kinds of obligation that are imposed on people in positions of high responsibility and the qualities that these responsibilities demand..."

(Source - previous Brief)

3. Para.4 of the Brief emphasizes the interaction between the social environment and a person's character, goals and methods. A more adventurous syndicate may seriously question whether we can learn anything at all from these people, if for example, the values in their societies are shown to be quite different to today's and may even be unrecognizable in the future.

### Selecting Names

- 4. Where a Syndicate Leader feels it appropriate, the Dean may accede to a request that one syndicate split into two smaller groups, which each study a separate biography.
- 5. The chairman should ensure that syndicate members have read the thumbrail sketches in the folder before the "Select Names" period. One method of selecting names, suggested by LRP, is
  - (a) Members meet in pairs to agree on a short list of 5.
  - (b) Pairs coalesce into 4's to agree on a short list of 5.
  - (c) The whole syndicate now attempts to agree on a final list.
- 6. The selection exercise provides a useful experience of consensus seeking. Chairmen should be encouraged to seek genuine consensus for the syndicate decision rather than take the soft option of a majority vote.
- 7. At the "Select Names" meeting the chairman explains the method by which names are allocated for study:
  - (a) Each syndicate selects five personalities from the list of thumbnail sketches.
  - (b) This list is given to the DS in charge of Bio, who makes a final selection, consistent with the choices of all syndicates and the need for variety in the characters studied.
  - (c) Once this final selection is complete the DS in charge will -
    - (i) List the selections on the DCR whyteboard.
    - (ii) Inform the Librarian, for the preparation of materials.

## Heeting(s) with Chairman and Secretary

8. Some DS may prefer to meet twice with their Chairman and Secretary; firstly to describe the "Select Names" procedure, and secondly after the subject has been chosen, to talk more about the requirements of the Brief.

#### Selective Reading

- 9. The material available in the Library needs to be read selectively if optimum use is to be made of the time available.
- 10. The major reading lists will be retained (augmented as necessary) and distributed to all members of a syndicate. Initially, however, only a selection of the books will be actually distributed to syndicates, together with copies of relevant short articles and a summary statement about the character (e.g. from a Dictionary of Biography). The distribution should ensure an equitable reading load amongst syndicate members, and enough variety of approach by different biographers.
- 11. It will be essential for Chairman and Secretary to consult with RMD on the afternoon following "Select Names". This is designed to encourage a purposeful selection of materials, ease of access to further research sources, and a heightened awareness of the services provided by a professional librarian.

### Time-table

12. The time-table provides for four discussion periods plus one period for considering drafts.

### Presentation

13. Chairmen's addresses, but no discussion of reports. Instead, a visitor will be invited to review the reports in a summary speech.

### Advice to Reviewers

- 14. In discussion with the reviewer of the Bio Reports, DS may care to complement the Brief by indicating the following aspects of our approach to the study.
  - (a) Wembers are not expected to write biographies in the accepted (historical) sense. The College is more concerned with the level of discussion prompted by the material than in establishing the 100% veracity of evidence on which the discussion is based.
  - (b) The pressures of time available for the study may inhibit the amount of research possible and the complete discussion of evidence provided by conflicting writers.
  - (c) In the attempt to derive relevant lessons from the study, there is a general invitation for syndicates to "chance their arm" in reports on subjects. The College would thus applaud an attempt at an innovative essay which bore little relation to the style of an academic researcher.
  - (d) Syndicates may argue (at least in part), that the study of historical characters provides few lessons for managers today, since the social environment is quite different.

AC 65 BIOGRAPHIES DS Notes Annex

## ANNEX

- For AC 64, the Bio Brief and DS Notes were restructured, so as to provide a sharper focus for the subject.
   For AC 65 slight modifications have been made to the wording of the Brief and DS Notes.
- WAP would appreciate feedback on the Brief and DS Notes after the subject is completed.

AC 67

#### **BIOGRAPHIES**

Brief

### Introduction

- 1. Each syndicate is asked to study aspects of the life of a famous person faced with managerial responsibilities, and to make a critical assessment of these elements of the person's career. The subject is in effect a human case study.
- 2. From their study, members will have the opportunity to assess for themselves the characteristics and actions of men or women who were notable in their own day and memorable in ours. But this will only be worth coing if members seek to derive from the study lessons either positive or negative which are relevant for their role as managers today and in the future.

#### Scope

- 3. Assessing a person's career in the time available is a challenging task and syndicates will have to be selective in the aspects they choose to highlight. One way of achieving this could be to identify certain points at which critical decisions had to be taken by the subject; to analyse factors (internal or external) which influenced the decisions taken; and to assess the consequences of those decisions.
- 4. Syndicates should feel free to adopt whatever approach will best achieve the task, in the knowledge that the assessments called for will often have to be made on the basis of incomplete or contradictory evidence. The task is not to compile another comprehensive biography of the chosen subject, but to select highlights which point up issues of interest to managers.

### Selection of Subject for Study

5. The method of selection will be explained by the Chairman at the first meeting.

### Selective Reading

6. Whilst the Library holds a comprehensive range of material on each subject, reading will need to be selective in view of the limited time available. It is therefore essential for Chairmen and Secretaries to arrange with Ruth Doig a suitable time during the afternoon of Friday 21 March to discuss the selection of materials.

### Opening Remarks

7. The first twenty minutes of the "Organize" period will be devoted to a talk on Biographies. Arrangements for this talk are detailed on the subject timetable.

## Report

8. In less than 2,500 words, the report should analyse aspects of the career of the person studied and draw out the lessons they provide for managers, today and in the future. Lengthy descriptions of the subject's life should be avoided. Such detail should be included only to the extent necessary to illustrate the Syndicate's assessment of the person under discussion.

AC 67

#### BIOGRAPHIES

DS Notes

- 1. The Brief was rewritten for AC 64, to give it more structure and hopefully a better result. The purposes have not changed, except perhaps to specify the task and to recognize limitations of time and historical expertise amongst session members.
- 2. Whilst the Brief emphasizes "relevance" for managers today and in the future, it would be unfortunate if syndicates restricted this to pragmatic actions that achieved specific ends, without considering the moral and social dimensions of those actions. It is important that members reflect
  - ".... on the kinds of obligation that are imposed on people in positions of high responsibility and the qualities that these responsibilities demand..."

(Source - previous Brief)

3. Syndicates should be encouraged to explore the interaction between the social environment and a person's character, goals and methods. A more adventurous syndicate may seriously question whether we can learn anything at all from these people, if for example, the values in their societies are shown to be quite different to today's and may even be unrecognizable in the future.

### Selecting Names

- 4. Where a Syndicate Leader feels it appropriate, the Dean may accede to a request that one syndicate split into two smaller groups, which each study a separate biography.
- 5. The chairman should ensure that syndicate members have read the thumbnail sketches in the folder before the "Select Names" period. One method of selecting names, suggested by LRP, is
  - (a) Members meet in pairs to agree on a short list of 5.
  - (b) Pairs coalesce into 4's to agree on a short list of 5.
  - (c) The whole syndicate now attempts to agree on a final list.
- 6. The selection exercise provides a useful experience of consensus seeking. Chairmen should be encouraged to seek genuine consensus for the syndicate decision rather than take the soft option of a majority vote.
- 7. At the "Select Names" meeting the chairman explains the method by which names are allocated for study:
  - (a) Each syndicate selects five personalities from the list of thumbnail sketches.
  - (b) This list is given to the DS in charge of Bio, who makes a final selection, consistent with the choices of all syndicates and the need for variety in the characters studied.
  - (c) Once this final selection is complete the DS in charge will -
    - (i) List the selections on the DCR whyteboard.
    - (ii) Inform the Librarian, for the preparation of materials.

Bio 2

DS Notes

### Meeting(s) with Chairman and Secretary

8. At briefing, DS are asked to stress the "critical assessment" emphasis indicated in paragraphs 3 and 8 of the brief. Some DS may prefer to meet twice with their Chairman and Secretary: firstly to describe the "Select Names" procedure, and secondly after the subject has been chosen, to talk more about the requirements of the Brief.

## Selective Reading

- 9. The material available in the Library needs to be read selectively if optimum use is to be made of the time available.
- 10. The major reading lists will be retained (augmented as necessary) and distributed to all members of a syndicate. Initially, however, only a selection of the books will be actually distributed to syndicates, together with copies of relevant short articles and a summary statement about the character (e.g. from a Dictionary of Biography). The distribution should ensure an equitable reading load amongst syndicate members, and enough variety of approach by different biographers.
- 11. It will be essential for Chairman and Secretary to consult with RMD on the afternoon following "Select Names". This is designed to encourage a purposeful selection of materials, ease of access to further research sources, and a heightened awareness of the services provided by a professional librarian.

#### Time-table

12. The time-table provides for four discussion periods plus one period for considering drafts.

### Presentation

13. Chairmen's addresses, but no discussion of reports. Instead, a visitor will be invited to review the reports in a summary speech.

### Advice to Reviewers

- 14. In discussion with the reviewer of the Bio Reports, DS may care to complement the Brief by indicating the following aspects of our approach to the study.
  - (a) Members are not expected to write biographies in the accepted (historical) sense. The College is more concerned with the level of discussion prompted by the material than in establishing the 100% veracity of evidence on which the discussion is based.
  - (b) The pressures of time available for the study may inhibit the amount of research possible and the complete discussion of evidence provided by conflicting writers.
  - (c) In the attempt to derive relevant lessons from the study, there is a general invitation for syndicates to "chance their arm" in reports on subjects. The College would thus applaud an attempt at an innovative essay which bore little relation to the style of an academic researcher.
  - (d) Syndicates may argue (at least in part), that the study of historical characters provides few lessons for managers today, since the social environment is quite different.

AC 67

**BIOGRAPHIES** 

DS Notes Annex

### ANNEX

1. For AC 64, the Bio Brief and DS Notes were restructured, so as to provide a sharper focus for the subject.

For AC 65 slight modifications were made to the wording of the Brief and DS Notes.  $\,$ 

- For AC 66 the Brief was further revised, in an effort to have the reports reflect a critical assessment of the subject under discussion, rather than a mere description of the person's life and career.
- 3. As an experiment, there was a brief talk at the beginning of the "Organize" period, designed to complement the Brief in capturing the spirit and scope of the study. For AC 66, this talk was given by LRP.

## AC 67

1. The introductory talk at the beginning of the Organize period will be continued on AC 67. It will be given by LRP.

AC 69 BIOGRAPHIES Brief

### Introduction

- 1. Each syndicate is asked to study aspects of the life of a famous person faced with managerial responsibilities, and to make a critical assessment of these elements of the person's career. The subject is in effect a human case study.
- 2. From their study, members will have the opportunity to assess for themselves the characteristics and actions of men or women who were notable in their own day and memorable in ours. But this will only be worth doing if members seek to derive from the study lessons either positive or negative which are relevant for their role as managers today and in the future.

### Scope

- 3. Assessing a person's career in the time available is a challenging task and syndicates will have to be selective in the aspects they choose to highlight. One way of achieving this could be to identify certain points at which critical decisions had to be taken by the subject; to analyse factors (internal or external) which influenced the decisions taken; and to assess the consequences of those decisions.
- 4. Syndicates should feel free to adopt whatever approach will best achieve the task, in the knowledge that the assessments called for will often have to be made on the basis of incomplete or contradictory evidence. The task is not to compile another comprehensive biography of the chosen subject, but to select highlights which point up issues of interest to managers.

### Selection of Subject for Study

5. The method of selection will be explained by the Chairman at the first meeting.

#### Selective Reading

6. Whilst the Library holds a comprehensive range of material on each subject, reading will need to be selective in view of the limited time available. It is therefore essential for Chairmen and Secretaries to arrange with Ruth Doig a suitable time during the afternoon of Tuesday 11 November to discuss the selection of materials.

## Report

7. In less than 2,500 words, the report should analyse aspects of the career of the person studied and draw out the lessons they provide for managers, today and in the future. Lengthy descriptions of the subject's life should be avoided. Such detail should be included only to the extent necessary to illustrate the Syndicate's assessment of the person under discussion.

### BIOGRAPHIES

AC 69.

DS Notes

- 1. The Brief was rewritten for AC 64, to give it more structure and hopefully a better result. The purposes have not changed, except perhaps to specify the task and to recognize limitations of time and historical expertise amongst session members.
- 2. Whilst the Brief emphasizes "relevance" for managers today and in the future, it would be unfortunate if syndicates restricted this to pragmatic actions that achieved specific ends, without considering the moral and social dimensions of those actions. It is important that members reflect
  - ".... on the kinds of obligation that are imposed on people in positions of high responsibility and the qualities that these responsibilities demand..."

(Source - previous Brief)

3. Syndicates should be encouraged to explore the interaction between the social environment and a person's character, goals and methods. A more adventurous syndicate may seriously question whether we can learn anything at all from these people, if for example, the values in their societies are shown to be quite different to today's and may even be unrecognizable in the future.

### Selecting Names

- 4. Where a Syndicate Leader feels it appropriate, the Dean may accede to a request that one syndicate split into two smaller groups, which each study a separate biography.
- 5. The chairman should ensure that syndicate members have read the thumbnail sketches in the folder before the "Select Names" period. One method of selecting names, suggested by LRP, is
  - (a) Members meet in pairs to agree on a short list of 5.
  - (b) Pairs coalesce into 4's to agree on a short list of 5.
  - (c) The whole syndicate now attempts to agree on a final list.
- 6. The selection exercise provides a useful experience of consensus seeking. Chairmen should be encouraged to seek genuine consensus for the syndicate decision rather than take the soft option of a majority vote.
- 7. At the "Select Names" meeting the chairman explains the method by which names are allocated for study:
  - (a) Each syndicate selects five personalities from the list of thumbnail sketches.
  - (b) This list is given to the DS in charge of Bio, who makes a final selection, consistent with the choices of all syndicates and the need for variety in the characters studied.
  - (c) Once this final selection is complete the DS in charge will -
    - (i) List the selections on the DCR whyteboard.
    - (ii) Inform the Librarian, for the preparation of materials.

### Meeting(s) with Chairman and Secretary

3. At briefing, DS are asked to stress the "critical assessment" emphasis indicated in paragraphs 3 and 8 of the brief. Some DS may prefer to meet twice with their Chairman and Secretary: firstly to describe the "Select Names" procedure, and secondly after the subject has been chosen, to talk more about the requirements of the Brief.

2

### Selective Reading

- The material available in the Library needs to be read selectively if optimum use is to be made of the time available.
- 10. The major reading lists will be retained (augmented as necessary) and distributed to all members of a syndicate. Initially, however, only a selection of the books will be actually distributed to syndicates, together with copies of relevant short articles and a summary statement about the character (e.g. from a Dictionary of Biography). The distribution should ensure an equitable reading load amongst syndicate members, and enough variety of approach by different biographers.
- 11. It will be essential for Chairman and Secretary to consult with RMD on the afternoon following "Select Names". This is designed to encourage a purposeful selection of materials, ease of access to further research sources, and a heightened awareness of the services provided by a professional librarian.

### Time-table

12. The time-table provides for four discussion periods plus  $\underline{\text{one}}$  period for considering drafts.

## Presentation

13. Chairmen's addresses, but no discussion of reports. Instead, a visitor will be invited to review the reports in a summary speech.

### Advice to Reviewers

- 14. In discussion with the reviewer of the Bio Reports, DS may care to complement the Brief by indicating the following aspects of our approach to the study.
  - (a) Wembers are not expected to write biographies in the accepted (historical) sense. The College is more concerned with the level of discussion prompted by the material than in establishing the 100% veracity of evidence on which the discussion is based.
  - (b) The pressures of time available for the study may inhibit the amount of research possible and the complete discussion of evidence provided by conflicting writers.
  - (c) In the attempt to derive relevant lessons from the study there is a general invitation for syndicates to "chance their arm" in reports on subjects. The College would thus applaud an attempt at an innovative essay which bore little relation to the style of an academic researcher.
  - (d) Syndicates may argue (at least in part), that the study of historical characters provides few lessons for managers today, since the social environment is quite different.

AC 69

#### **BICGRAPHIES**

Thumbnails

### CHURCHILL - 1874-1965

A man whose public life spanned half a century, but who appeared to have been sent permanently into the wilderness before World War II. His recall, and his career as war-time Prime Minister, raise the question: do events make the man, or does the man make the events? What was there in his earlier life and career to suggest the qualities he showed as Prime Minister? And what were those qualities? Was this one of the great men of the century?

### CROMMELL - 1599-1658

Why have history's assessments of Cromwell covered opposite extremes of opinion - and all the grades between them? How did the rebel, the usurper, the tyrant, the hypocrite in Clarendon's story become the excellent pioneer, the object of hero worship and (to some) the almost saintly character of succeeding generations?

### CURZON - 1859-1925

"Viceroy of India, Secretary of State for Foreign Affairs, Prime Minister of Great Britain", that formula Curzon once confessed had echoed in his heart for fifty years. It was said of him "he could with superb clarity expound the past, he could also with brilliant competence deal with the present; but was often unable to envisage the future". Was this the reason for his failure to realize his full ambition?

## GREY - 1812-1898

Governor of South Australia. Twice Governor and once Prime Minister of New Zealand. Twice Governor of Cape Colony and High Commissioner in South Africa. "Had he been a dictator with a free hand, strong to curb the excesses his democratic sympathies served to encourage, had he had somewhat less faith in the perfectibility of frail humanity, he would have done work more nearly approaching perfection."

## HUGHES - 1864-1952

A fiery little gnome who clawed his way up from penniless migrant to Prime Minister of Australia, and was expelled from the Labor Party whilst in office.

"By politics he was a believer in the equality of man; by nature he was dictatorial ... he had given himself what he described as a cornucopia of power; he could govern Australia with a fountain-pen and a good lawyer."

Have we as a community learnt anything from our experience of 'this fiery particle'?

### KITCHENER - 1350-1916

Of Kitchener as War Hinister Lloyd George wrote "he undoubtedly possessed some of the rarest qualities of the great organizer - the gifts of improvization, of drive, of leadership. But he had developed two patent defects - a reluctance to delegate and, more serious still, an inability to choose the right man". Does this judgement imply that Kitchener, a soldier turned statesman, successful creator of a great citizen army nevertheless failed in his biggest administrative task?

Bio 2 Thumbnails

### LINCOLN - 1809-1865

Lincoln has been described as "fair and direct in speech and action, steadfast in principle, sympathetic and charitable, a man of strict morality, abstemious, familiar with the Bible, though not a professed member of any Church". How far did these qualities contribute to the establishment of his fame as to the saviour of his country and the liberator of a race?

### LLOYD GEORGE - 1863-1945

The prime force in the initiation of far-reaching social legislation in the early years of the twentieth century: the Prime Minister who, in the words of Smuts, was "the supreme architect of victory, in the First World War". Of Lloyd George's achievements there can be no doubt. Yet after the War, though still in Parliament, he held no ministerial office for the rest of his life. What were the reasons for this? Was there some defect in his character which led to public distrust? Was he always loyal to those who worked with him? Had he the attributes of the great administrator or of the dictator?

### MACQUARIE - 1762-1821

Governor of the Colony of New South Wales and set out to make what was still primarily a convict settlement into "a new Britain under blue skies". He built, explored, founded a bank, put the chaotic currency into order, and championed the cause of the emancipated convicts. But he intimidated the free settlers, displeased those in authority at the Colonial Office, and strongly opposed John Macarthur in his attempts to establish the infant wool industry. Historians have described Macquarie on the one hand as the father of a nation, and on the other as an autocrat in a hurry.

## MONASH - 1865-1931

A gentle, courteous, quietly spoken man in whom were combined the insights of the scholar and the purposeful drive of the businessman. Notable in engineering, in war and in public administration.

### NAPOLEON - 1769-1821

Napoleon's history could be described not unfairly, as an outstanding example of the ego uncontrolled. Was this the cause of his failure, or was it just faulty forecasting, or was he really a great administrator cheated by ill-fortune of the fruits of his skill?

### NEHRU - 1889-1964

This highly intelligent and sensitive man made a vital contribution to building the new India. To understand him and the context in which he worked is to grasp an essential ingredient in the Asian scene - our scene.

#### NELSON - 1758-1805

Nelson's funeral cortege was followed by a procession stretching from the Admiralty to St. Paul's. Not yet fifty, he was seen then as our greatest naval hero. Today, 170 years later, the combination of leadership and sense of national strategy with his elusive unmilitary personality can be more objectively viewed. Does it still appear that this physically frail yet human and indomitable figure was rightly judged?

Bio 3 Thumbnails

### NIGHTINGALE Florence - 1820-1910

It is not easy for us to appreciate all that it meant in the mid-nineteenth century for a woman to succeed in changing the accepted order in any branch of administration - above all, of military administration. The pioneer work of Florence Nightingale is an outstanding example of the union of humanity with efficiency.

#### PARKES - 1815-1896

What manner of man was Parkes - the man to whom posterity has given the title "The Father of Federation"? Visionary, idealist, man of wide intellect, influential leader and prodigious worker in the cause of Federation? Describing the Convention of 1891, Sir Robert Garran wrote:

"It was an imposing assembly. In the chair sat the venerable Sir Henry Parkes, whose face and figure are familiar to all from his portraits: his massive head and frame, his flowing mane and great white beard, and his firm pose suggesting strength and confidence in his strength. His very frailties and vanities were like those of Jupiter or Julius Caesar and seemed to add to his stature. Among his contemporaries he looked statuesque and colossal, above and apart from other men, and he had a grand aloofness of manner that added to this impression."

But what of other facets of Parkes' career? As founder and editor of the influential newspaper the "Empire"; as businessman who twice became insolvent; as writer of verse? What did he accomplish as state politician, Minister and Premier?

### PEPYS - 1633-1703

The world knows Pepys as the very human character portrayed in the pages of his diary, but that intimate revelation of a short period of his domestic life tends to obscure the other Pepys. Has history given him his due as "Civil Servant" and as administrator in the Admiralty?

### RHODES - 1853-1902

Rhodes has been described as the greatest empire builder we have known, worthy even to be ranked with Alexander and Caesar. Was the bitterness of his enemies a measure of his greatness, or of the extent to which he may have been overrated?

### ROOSEVELT - 1882-1945

Olympian figure of the White House, homely personality of the Fire-side Chat, F.D.R. was a great man who had the common touch. A great administrator too? Behind the flashing smile, the winning manner, was a planning capacity that shaped the New Deal, a shrewdness that foresaw America's proper part in world events, a persuasiveness that put his views across, a toughness that enabled him to carry for years a vast load of responsibility. What will posterity say of him?

### SMUTS - 1870-1950

What are the "imponderable" factors in administration? The career of Smuts, philosopher and statesman, visionary and man of action, may help to throw light on these vague, elusive, yet indispensable qualities.

SESSION 1.

Bio.ll.: Brief

October, 1957

## SECOND BIOGRAPHIES

It has already been agreed that in second Biographies Syndicates should study:-

Syndicate A - Field Marshal Smuts

Syndicate B - Samuel Pepys

Syndicate C - Cecil Rhodes

Syndicate D - Sir Thomas Raffles.

From their study of the career and achievements of these personalities members will have the opportunity of assessing for themselves the characteristics of administrators who, because of what they did, became notable in their own day and memorable in ours.

## REPORT

Syndicates will present reports, not exceeding 2,500 words in length, giving some assessment of the career and character of the personality studied as seen in the circumstances of his own times, and emphasising any aspects admirable or otherwise which they consider worth noting by those who bear responsibility today.

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SESSION 4

Bio. 2: Brief

February 1959

### SECOND BIOGRAPHIES

In the second biographies each syndicate will study against the background of the times in which they lived, the careers of three Australian personalities: Sir Henry Parkes, Alfred Deakin and Sir Edmund Barton.

### REPORT.

Syndicates will present reports (maximum 2,500 words) giving their opinion of the qualities of these men who, because of what they did, became outstanding figures in their own day and have since become notable in Australian history.

88

## SECOND BIOGRAPHIES

- 1. The syndicates will be familiar with the general pattern of the work through their experience in Bio. 1. They may also have come to some conclusions as to the purpose of the biographies and the value which they get from them.
- 2. However, the chairmen in Bio. 2 may need reminding in a general way, what the syndicates are being asked to do, e.g.:-
  - (a) The need for getting a picture of the times in which he lived, in order to judge a man's career, qualities and achievements.
  - (b) Finding out what he achieved and how he did it.
  - (c) Trying to discover which of his personal qualities contributed to his successes or failures.
  - (d) Reflecting upon the kind of obligations which are part of the job in positions of high responsibility, the personal qualities which are necessary to discharge them and some of the methods which people have used in the past in solving the problems they met.
  - (e) Making a critical assessment of these things and not producing descriptive catalogues of the characters.

### DOCUMENTS .

- 3. The following documents are attached:-
  - (a) The subject time-table.
  - (b) Thumbnail sketches of the three characters to be studied.
  - (c) A book list, showing the reading available on each character.
- 4. Because of the difference between the two biographies, chairmen should also be reminded of the following points.
  - (a) They should plan carefully, to make sure that each of the three characters is studied as deeply as possible in the time available. In this regard -
  - (b) Because of the historical circumstances involved, there may be a tendency to consider the men only as "Federalists". We don't want this and syndicates should range as widely as they can over each man's career. One or two questions about each character are raised in the "thumbnails". These do not necessarily indicate the direction the study should take, nor do they limit it in anyway.
  - (c) To get the best use of the books on the reading list of which we have less than four copies, collaboration

between syndicates and scheduling of usage may be necessary. Secretaries should work in with each other through the librarian when drawing and returning such books.

### REPORT.

5. The brief states:- "Syndicates will present reports (maximum 2,500 words) giving their opinion of the qualities of these men who, because of what they did, became outstanding figures in their own day and have since become notable in Australian history."

Apart from giving some evidence of having studied all of the characters, syndicates are free to design their reports in any form they wish.

They may if they like, give most emphasis to one (or two) of the characters — but if they do this they should say why. On the other hand, they may prefer to present a comparison of the qualities and achievements of the three men, and so on.

### PRESENTATION.

6. The presentation will be similar to that of the first biographies. After the presentation speeches (ten minutes allowed for each chairman) a distinguished visitor will wind up the proceedings. The visitor will have read the reports, but will not necessarily use them as the basis for his (or her) remarks.

Bio. 2: Thumbnails

February 1959

## SECOND BIOGRAPHIES

### PARKES (1815-1896).

What manner of man was Parkes - the man to whom posterity has given the title "The Father of Federation"? Visionary, idealist, man of wide intellect, influential leader and prodigious worker in the cause of Federation? Describing the Convention of 1891, Sir Robert Garran wrote:-

"It was an imposing assembly. In the chair sat the venerable Sir Henry Parkes, whose face and figure are familiar to all from his portraits: his massive head and frame, his flowing mane and great white beard, and his firm pose, suggesting strength and confidence in his strength. His very frailties and vanities were like those of Jupiter or Julius Caesar, and seemed to add to his stature. Among his contemporaries he looked statuesque and colossal, above and apart from other men, and he had a grand aloofness of manner that added to this impression."

But what of other facets of Parkes' career?
As founder and editor of the influential newspaper the "Empire"; as business nan who twice became insolvent; as writer of mediocre verse? What did he accomplish as state politician, Minister and Premier?

### BARTON (1849-1920).

What place in Australian history should Barton hold? Brilliant scholar, successful barrister, state politician and minister; ardent federalist to whom in N.S.W. Parkes passed the "mantle of federation"; the first Prime Minister of Australia and finally, senior puisne judge in the newly created High Court.

What qualities of character were behind this career of achievement? What was his record as an administrator?

### <u>DEAKIN</u> (1856-1919)

Was Deakin a greater or a lesser man than his contemporaries?

Reid in his autobiography, said that for personal charm, combined with intellectual weight, he would place Barton even higher than Deakin.

Yet what of Deakin's achievements as an administrator; as the man who started Mildura, introduced irrigation to Victoria and put irrigation laws on the statute book; who introduced Victoria's first factory act and who at the age of thirty-five, when he a ttended the Sydney Convention in 1891, had already made his mark in public life? What of his work in rallying Victoria behind the idea of Federation, and later as Prime Minister of the Commonwealth? Is it true that sometimes Deakin compromised too easily, or that at times he was too much influenced by his employer, the powerful David Syme?

## APPENDIX C

LIBRARY RESOURCES FOR THE BIOGRAPHIES

12th MAY, 1964

THE AUSTRALIAN ADMINISTRATIVE STAFF COLLEGE

MOUNT ELIZA

The statistics included in this Appendix are those compiled by the Librarian at the Australian Administrative Staff College, Mount Eliza, in order to compare that College's library resources for the Biographies with those at Henley, as published in Lloyd (1964: 30). The Henley figures are included in Table 2.2 of this thesis.

## BIOGRAPHIES - READING LISTS

# A. Titles

|   |                      | Reading list   |                      |       | Number of               |
|---|----------------------|----------------|----------------------|-------|-------------------------|
| (Arrown                                 | Ho. of<br>Characters | Main<br>Titles | Background<br>Titles | Intel | titles per<br>character |
| I. Australian (P,B,D,)                  | 1(treator            | 1 44           | 16                   | 60    | 60                      |
| II National and political (British)     | 6                    | 77             | 55                   | 132   | 22                      |
| III Hational and political (Hon-British | ) 3                  | 66             | 32                   | 98    | 33                      |
| IV Social and public service            | 2                    | 30             | 4                    | 34    | 17                      |
| V Military                              | 2                    | 23             | 19                   | 42    | 21                      |
| VI Dominion and colonial                | 2                    | 21             | 19                   | 40    | 20                      |
|   | 16                   | 261            | 145                  | 406   | 25.4                    |

## B. Material issued

|     |   | Wo. of<br>Titles | Extra copies  | Total items          |
|-----|---|------------------|---------------|----------------------|
| I   | Parkes, Barton, Deakin                          | 60               | 13            | 73                   |
| 3.1 | Groswell<br>Gurson<br>Lloyd George              | 22<br>18<br>22   | 9<br>7<br>11  | 31<br>25<br>33<br>21 |
|     | Grey<br>Kasqua <b>rio</b><br>Wako <b>fiel</b> d | 20<br>32<br>18   | 1<br>8<br>5   | 21<br>40<br>23       |
| XII | Napoleon<br>Lincoln<br>Roosevelt                | 30<br>32<br>36   | 20<br>14<br>5 | 50<br>46<br>41       |
| ž A | Pepys<br>Eightingale                            | 22<br>12         | 10            | 32<br>16             |
| ٧   | Welson<br>Kitchener                             | 21<br>21         | 6<br>8        | 27<br>29             |
| AI  | Rhodes<br>Sauts                                 | 21<br>19         | 5 7           | 26<br>26             |
|     |   | 406              | 133           | 539                  |
|     |   |                  | ATECARE       | 33.7                 |

# Omitting Parkes, Barton, Deskin

| Non of characters | 15  |                |    |
|-------------------|-----|----------------|----|
| Titles            | 346 | Average        | 23 |
| Material issued   | 466 | <b>TAGLETO</b> | N  |

## APPENDIX D

# READINGS LISTS FOR ALL BIOGRAPHICAL SUBJECTS

SESSION 69, 1980

AUSTRALIAN ADMINISTRATIVE STAFF COLLEGE

MOUNT ELIZA

This Appendix contains the complete set of Reading Lists for the Biographies in Session 69 at the Australian Administrative Staff College, Mount Eliza. This was the last session in which the Biographies were used in their Australian setting. The Lists reflect not only the diversity of sources which had been built up, but also the balance which had been achieved between the different classes of material: the Lists typically show:

- \* Items for issue to each member of a syndicate;
- \* Items set aside for immediate use;
- \* Items otherwise available and recommended for supporting use.

In addition, each List generally separates material into items bearing directly on the subject and those which offer more by way of background, together with information on other media of potential relevance. Taken as a whole, the Reading Lists present a marked contrast to the Booklist for Session 1 (Appendix B).

### CONTENTS

|                     | Page No. |
|---------------------|----------|
| General Notes       | 96       |
| Churchill Churchill | ·98      |
| Cromwell            | 102      |
| Curzon              | 105      |
| Grey                | 108      |
| Hughes              | 111      |
| Kitchener           | 115      |
| Lincoln             | 118      |
| Lloyd George        | 122      |
| Macquarie           | 126      |
| Monash              | 131      |
| Napoleon            | 135      |
| Nehru               | 139      |
| Nelson              | 142      |
| Nightingale         | 145      |
| Parkes              | 147      |
| Pepys               | 151      |
| Rhodes              | 154      |
| Roosevelt           | 157      |
| Smuts               | 162      |

AC 60 BIOGRAPHIES Reading List

## General Motes

- The list of principal books available for the study of individual characters will be issued later to each syndicate, according to the choice they have made. In some cases other useful references are catalogued in the library.
- For some of the Biographies certain general histories offer background material. For example:

| Australian dictionary of biography. Melbourne University Press, 1966-1979. 1788-1850, v.1(A-H), v.2(I-Z); 1851-1890, v.3(A-C), v.4(D-J), v.5(K-Q), v.6(R-Z). 1891-1939, v.7(A-Ch) | R920.094<br>Aus |
|---|-----------------|
| The Australian encyclopaedia. Sydney, Angus & Robertson, 1958, v.1-10.  | R039.4<br>Au    |
| Australian men of mark. Sydney. Charles F. Maxwell, n.d., v.1,2.  | F920.094<br>Au  |
| Bining, A.C. The rise of American economic life. 3rd ed. New York, Scribner, 1955.  | 973<br>Bi       |
| Bryant, A. English saga, 1840-1940. London, Fontana Books, 1953.  | 942<br>Br       |
| Cambridge history of the British Empire. London, Cambridge University Press, 1929-30, v.1-3, 6.   | 909<br>Ca       |
| Cambridge modern history. London, Cambridge University Press, 1907-34, v.1-13. (See also New Cambridge modern history, below.)  | 909<br>Ca       |
| Canning, J., ed. 100 great modern lives; makers of the world today from Faraday to Kennedy. London. Odhams, 1965.   | 920<br>Can      |
| Chambers' biographical dictionary, edited by J.O. Thorne. Rev. ed. London, Chambers, 1968.  | R920<br>Cha     |
| Churchill, W.L.S. A history of the English speaking peoples. London, Cassell, 1956-58, v.1-4.   | 900<br>Ch       |
| Churchill, W.L.S. The Second World War. London, Cassell, 1948-54, v.1-6.  | 940.53<br>Ch    |
| Clark, C.M.H.: Select documents in Australian history. Sydney, Angus & Robertson, 1950-55, v.1,2.   | 994<br>Cl       |

| • | 2  | Reading Lis |
|---|--|-------------|
|   |  |             |
|   | Colwell, J. The story of Australia - past and present.             | 994         |
|   | Sydney, Clarke Pub. Co., 1925, v.1-6.                              | Co          |
|   | Dictionary of national biography: the concise dictionary.          | R920        |
|   | London, Oxford University Press, 1953, Pts. 1,2.                   | Dic         |
|   | The dictionary of national biography 1941-1950.                    | R920        |
|   | London, Oxford University Press, 1959.                             | Dic         |
|   | The dictionary of national biography 1951-1960.                    | R920        |
|   | London, Oxford University Press, 1971.                             | Dic         |
|   | Fisher, H.A.L. A history of Europe. London, Eyre                   | 3110        |
|   | and Spottiswoode, 1935, v.1-3.                                     | Fi          |
|   | Greenwood, G. The modern world: a history of our time.             | 909         |
|   | Vol.1. From early European expansion to the outbreak of            | Gr          |
|   | World Mar II. Sydney, Angus & Robertson, 1964.                     |             |
|   | Johns, F. An Australian biographical dictionary.                   | R920.094    |
|   | Melbourne, Macmillan, 1934.  | Jo          |
|   | Morison, S.E. and Commager, H.S. The growth of the                 | 973         |
|   | American republic. New York, Oxford University Press, 1956, v.1.2. | Мо          |
|   | 1936, V.1,2.   |             |
|   | New Cambridge modern history. London, Cambridge                    | 909         |
|   | University Press, 1957-71, v.1-12.                                 | New         |
|   | New South Wales. Parliament. Official record of the                | F342.94     |
|   | National Australasian Convention held in the                       | Ne          |
|   | Parliament House, Sydney, New South Wales,                         |             |
|   | March and April 1891. Sydney, 1891.                                |             |
|   | Serle, P. Dictionary of Australian biography.                      | R920.094    |
|   | Sydney, Angus & Robertson, 1949, v.1,2.                            | Se          |

Reading List

Bio - Churchill

For use of Synd. Secretary

.../2

### CHURCHILL: 1874-1965

Ashley, M. Churchill as historian. London, Secker & Warburg, 1968.
923 Chu.A

\* Bonham Carter, V. Winston Churchill as I knew him. London, Eyre & Spottiswoode, 1965. 923 Chu.B

\* British
Broadcasting
Corporation

A selection from the broadcasts given in memory of Winston Churchill ... 24 to 30
January 1965. London, B.B.C., 1965.

923 Chu.B

Bryant, A.

Triumph in the west, 1943-1946; based on the diaries and autobiographical notes of Field Marshall Viscount Alanbrooke.

London, Collins, 1959.
940.53 Br

The turn of the tide, 1939-1943; a study based on the diaries and autobiographical notes of Field Marshall Viscount Alanbrooke. London, Collins, 1957.
940.53 Br

Churchill, R.S. Winston S. Churchill. Vol.1. Youth, 1874-1900. Vol.2. Young statesman, 1901-1914. London, Heinemann, 1966-67, v.1,2. See under Gilbert for v.3 - 923 Chu

\* Churchill, W.L.S. My early life. Edited by Andrew Scotland.
London, Odhams Press, 1930.
923 Chu

"Churchill & Keynes saw eye to eye in 1925."

Austfact. v.2(2,3): Dec., 1969, Jan., 1970.

\* Eade, C., ed. Churchill, by his contemporaries. London, Reprint Society, C1953.
923 Chu.E

\* Gardner, B. Churchill in his time: a study in a reputation 1939-1945. London, Methuen, 1968.

- \* These items have been put out ready for collection by the Secretary for Biographies.
- 6 One copy to be issued on loan to each member of the Syndicate.

For use of Synd. Secretary

## CHURCHILL (cont'd)

Gilbert, M. Winston S. Churchill. Vol.3. 1914-1916.

Vol.4. 1917-1922. Vol.5. 1922-1939.

London, Heinemann, 1971-76. See under Churchill, R.S. for v.1,2.

923 Chu

Graebner, W. My dear Mr. Churchill. Boston, Houghton Mifflin, 1965.

923 Chu.G

\* Gretton, Sir
Peter

Peter

(Also listed under Kitchener and Lloyd George.) (2 copies)

Peter

Former naval person; Winston Churchill
and the Royal Navy. London, Cassell, 1968.

(Also listed under Kitchener and Lloyd George.) (2 copies)

Grigg, J. "The crippled giant." The Australian, 30 April 1977, p.19, 27.

\* James, R.R. Churchill; a study in failure 1900-1939.
London, Weidenfeld and Nicolson, 1970.
923 Chu.J

Marchant, Sir

James, ed.

Crown and Commonwealth. A tribute...

London, Cassell, 1954.

923 Chu.M

\* Moran, Baron
Winston Churchill; the struggle for
survival 1940-1965. Taken from the diaries
of Lord Moran. London, Constable, 1966.
923 Chu.M

ø O'Neill, H.C. "Winston Churchill" in Men of destiny.
London, Phoenix House, 1953, p.15-71.
(Typed extract.)
P923 Chu.0

Snow, C.P. Variety of men. London, Macmillan, 1967.

\* Taylor, A.J.P. Churchill: four faces and the man. London, and others
Allen Lane, The Penguin Press, 1969.
923 Chu.T

\* Thompson, R.W. Churchill and Morton. London, Hodder and Stoughton, 1976.
923 Chu.T

\* Wheeler-Bennett,
Sir John
London, Macmillan, 1968.
923 Chu.W

Bio - Churchill

of Synd. Secretary

### CHURCHILL (cont'd)

\* Young, K.

Churchill and Beaverbrook; a study in friendship and politics. London, Spottiswoode, 1966.
923 Chu.Y

### Background

Churchill, W.L.S.

Arms and the covenant; speeches by
Winston S. Churchill. Compiled by
Randolph S. Churchill. London, Harrap, 1938.
327.42 Chu

Churchill, W.L.S. <u>Great contemporaries</u>. London, Reprint Society, 1941.

920 Ch

Cowles, V. Winston Churchill; the era and the man.
London, Hamish Hamilton, 1953.
923 Chu.C

Duroselle, J.B. From Wilson to Roosevelt. London, Chatto & Windus, 1964.
973.9 Du

Gordon Walker, P. The Cabinet. London, Jonathan Cape, 1970. 354.42 Gor

Hazelhurst, C. Politicians at war July 1914 to May 1915;

a prologue to the triumph of Lloyd George.

London, Jonathan Cape, 1971. (Also listed under Kitchener and Lloyd George.)

320.942 Haz

Lloyd George, D. War memoirs. London, Odhams Press, 1938, v.1,2. (Also listed under Curzon and Lloyd George.)

923 Llo

Wilmot, C. The struggle for Europe. London, Collins, 1952. (Also listed under Roosevelt.) 940.53 Wi

Wingate, Sir Lord Ismay; a biography. Hutchinson, 1970. Ronald 923 Ism.W

"Winston Churchill, soldier, statesman, and writer." Manchester Guardian Weekly, v.92(4): 14-15, Jan.28, 1965. (CSR 337)

Reading List

4

Bio - Churchill

CHURCHILL (cont'd)

### Available in the Library

Articles published in various newspapers. (Photocopies.)
P923 (F) Chu

### Also

Material not listed here, but available in the Library, may be found by consulting the subject heading CHURCHILL in the catalogue.

### Film

The following film is available from the National Film Collection (National Library of Australia) –

The unrelenting struggle: from the speeches of Winston Churchill, 1940-1945. Crown Film Unit, 194? (18 min., B and W.)

Note. It is necessary to book well in advance for films required on loan.

\*\*

For use of Synd. Secretary

### CROMWELL: 1599-1658

The greatness of Oliver Cromwell. London, \* Ashley, M. Hodder & Stoughton, 1957.

923 Cro.A

Oliver Cromwell and the Puritan revolution. London, English Universities Press, 1958. 923 Cro.A

Oliver Cromwell. London, Hodder & Stoughton, \* Buchan, J.

1949. 923 Cro.B

Oliver Cromwell's letters and speeches.
3rd ed. London, Chapman & Hall, 1897,
v.1-4 & v.1-5. (2 copies) Carlyle, T.

923 Cro.C

Oliver Cromwell and the rule of the \* Firth, Sir Charles

Puritans in England. London, Oxford University Press, 1956, espec.p.459f.

923 Cro.F

Six British soldiers. London, Williams \* Fortescue, Sir

& Norgate, 1928, p.22-55. John

920 Fo

"Cromwell" in Famous British generals; edited by Barrett Parker. London, Nicholson & Watson, 1951, p.1-26, 216.

(Famous British generals also listed

under Kitchener.)

920 Pa

Cromwell our chief of men. London, \* Fraser, A.

Weidenfeld and Nicolson, 1973.

923 Cro.F

Cromwell's place in history. London, Gardiner, S.R.

Longmans, Green, 1910.

923 Cro.G

- These items have been put out ready for collection by the Secretary for Biographies.
- ø One copy to be issued on loan to each member of the Syndicate.

For use of Synd. Secretary

### CROMWELL (cont'd)

\* Gardiner, S.R. Oliver Cromwell. London, Longmans, Green, 1901.

923 Cro.G

\* Harrison, F. Oliver Cromwell. London, Macmillan, 1888.

923 Cro.H

\* Hill, C. 6.4's Englishman; Oliver Cromwell and the

English revolution. London, Weidenfeld

and Nicolson, 1970.

923 Cro.H

Oliver Cromwell and the challenge to the \* Hillary, A.A.

monarchy. Oxford, Pergamon Press, 1969,

espec. p.96f., 106f.

923 Cro.H

ø Kingsmill, H. The poisoned crown. London, Eyre &

Spottiswoode, 1944, p.55-104. (Also listed under <u>Lincoln</u> and <u>Napoleon</u>.)

(Photocopy.)

\* Morley, Viscount Oliver Cromwell. London, Macmillan, 1923.

923 Cro.M

Oliver Cromwell: his life and character. \* Paterson, Λ.

London, James Nisbet, 1899.

923 Cro.P

Wedgewood, C.V. The trial of Charles I. London, Collins,

1964.

942.06 Wed

## Background

Cromwell's generals. London, Ashley, M.

Jonathan Cape, 1954.

942.06 Ash

The regimental history of Cromwell's army. Firth, Sir Oxford, Clarendon Press, 1940, v.1, 2. Charles and

Davies, G. 942.06 Fi

Pearl, V. London and the outbreak of the Puritan

revolution; City government and national

politics, 1625-43. London, Oxford University Press, 1961.

942.06 Pe

Reading List

3

Bio - Cromwell

For use of Synd.
Secretary

CROMWELL (cont'd)

Williamson, H.R.

Charles and Cromwell. London, Duckworth,

1947.

923 Cro.W

Young, G.M.

Charles I and Cromwell; an essay. London,

Hart-Davis, 1954.

923 Cro.Y

Dictionary of National biography - Extract

(Photocopy.)
P923 Cro

## Available in the Library

Foot, I.

Oliver Cromwell and Abraham Lincoln; a comparison.

London, Royal Society of Literature, 1944. (Also

listed under <u>Lincoln</u>.)

P920 Fo

Montgomery,

Viscount

"Political leadership - Alfred and Cromwell" in his Path to leadership. London, Collins, 1961, Ch.4.

(Path to leadership also listed under Lincoln.)

301.155 Mo

### Also

Material not listed here, but available in the Library, may be found by consulting the subject heading CROMWELL in the catalogue.

ું

For use of Synd. Secretary

### CURZON: 1859-1925

ø Churchill, ₩.S. Great contemporaries. London, Reprint Society, 1941, p.235-250. (Photocopy.) P923 Cur.C

\* Curzon, George, Nathaniel, Marquis, Curzon Lord Curzon in India: being a selection from his speeches ... 1898-1905. London, Macmillan, 1906, v.1, 2.

923 Cur of Kedleston

Reminiscences. London, Hutchinson, 1955. (2 copies) 923 Cur.C

\*\*Dilks, D.

Curzon in India. Vol.1. Achievement. Vol.2. Frustration. London, Hart-Davis, 1969-70. 923 Cur.D

\* Edwardes, M.

High noon of Empire; India under Curzon. London, Eyre & Spottiswoode, 1965.

954 Edw

"The viceroyalty of Lord Curzon." History today, v.12(12): 833-844, Dec. 1962.

\* Fraser, L.

India under Curzon and after. London,

Heinemann, 1911.

954 Fr

\* Mosely, L.

Curzon: the end of an epoch. London, Longmans, 1960.

923 Cur.M

\* Nicholson, H.

Curzon; the last phase, 1919-1925. London, Constable, 1934. 923 Cur.N

\*\*\* Ronaldshay, Earl

Life of Lord Curzon. London, Ernest Benn,

1927, v.1-3. 923 Cur.R

- These items have been put out ready for collection by the Secretary for Biographies.
- ø One copy to be issued on loan to each member of the Syndicate.

CURZON: (cont'd)

\* Rose, K.

Superior person; a portrait of Curzon and his circle in late Victorian England. London, Weidenfeld and Nicolson, 1969. 923 Cur.R

### Background

Carrington, C.E.

The British overseas; exploits of a nation of shopkeepers. Cambridge, Cambridge University Press, 1950. (Also listed under Grey, Kitchener, Rhodes and Smuts.)

(4 copies)

942 Ca

Driberg, T.

Beaverbrook; a study in power and frustration. London, Weidenfeld & Nicolson, 1956.
923 Bea.D

Guinn, P.

British strategy and politics 1914 to 1918. Oxford, Clarendon Press, 1965. (Also listed under <u>Kitchener</u>.) 940.3 Gui

Lloyd George, D.

War memoirs. London, Odhams Press, 1938, v.l, 2. (Also listed under Churchill and Lloyd George.)
923 Llo

Magnus, P.

Kitchener; portrait of an imperialist.
London, John Murray, 1958. (Also listed under Kitchener.)
923 Kit

Nicolson, H.

King George the Fifth; his life and reign. London, Constable, 1952. (Also listed under Kitchener, Lloyd George and Smuts.) (4 copies)

923 Geo.N

Some people. London, Folio Society, 1951, p.137-156.

Pope-Hennessy. J.

Lord Crew 1858-1945; the likeness of a liberal. London, Constable, 1955.

Reading List

3

Bio - Curzon

CURZON (cont'd)

Background (cont'd)

For use of Synd. Secretary

Ullman, R.H.

Britain and the Russian Civil War, November 1918-February 1920. Princeton, N.J., Princeton University Press, 1968. 947 Ull

\* Woodruff, P.

The men who ruled India. Vol.2. The guardians. London, Jonathan Cape, C1954.

Dictionary of national biography -Extract. (Photocopy.)

P923 Cur

# Available in the Library

Wrench, J.E.

Alfred Lord Milner; the man of no illusions, 1854-1925. London, Eyre & Spottiswoode, 1958. (Also listed under Kitchener, Lloyd George, Rhodes and Smuts.)

923 M11.W

# Also

Material not listed here, but available in the Library, may be found by consulting the subject heading CURZON in the catalogue.

# GREY: 1812-1398

Note: Some books refer to Earl (Henry) Grey as well as to Sir George.

- \* Fitzpatrick, K.

  Australian explorers; a selection from their writings. London, Oxford University Press, 1958, p.155-170.

  920 Fi
- \*\* Grey, G.

  Journals of two expeditions of discovery.

  London, T. & W. Boone, 1841, v.1, 2.

  994.02 Gre
- \* Henderson, G.C. Sir George Grey; pioneer of empire in southern lands. London, Dent, 1907.
- \* Milne, J. The romance of a pro-consul. London, Chatto & Windus, 1899.
  923 Gre.M
- \* Pike, D. Paradise of dissent; South Australia

  1829-1950. Melbourne, Longmans, Green, 1957.

  994.2 Pi
- \* Rees W.L. and Rees, L. The life & times of Sir George Grey.

  Auckland, H. Brett, 1892. (2 copies)
  923 Gre.R
- \* Reeves, W.P.

  The long white cloud. 3rd ed. London,
  Allen & Unwin, 1924.

  993.1 Re
- \* Rutherford, J. Sir George Grey, K.C.B., 1812-1898; a study
  in colonial government. London, Cassell,
  1961.
  923 Gre.R
- Williamson, J.A.
  "Sir George Grey and the rise of the southern dominions" in his Builders of the Empire. Oxford, Clarendon Press, 1925, p.217-232. (Typed extract.)
  P923 Gre.W
  - \* These items have been put out ready for collection by the Secretary for Biographies.
  - $\phi$  One copy to be issued on loan to each member of the Syndicate.

GREY (cont'd)

Background

Blainey, G.

The tyranny of distance; how distance shaped Australia's history. Melbourne, Sun Books, 1966. (Also listed under Macquarie.)
994 Bla

Carrington, C.E.

The British overseas; exploits of a nation of shopkeepers. Cambridge University Press, 1950. (Also listed under Curzon, Kitchener, Rhodes and Smuts.) (4 copies)

Clark, C.

Australian hopes and fears. London, Hollis & Carter, 1958, p.165-167. 330.994 C1

Condliffe, J.B. and Airey, W.T.G.

A short history of New Zealand. Auckland, Whitcombe & Tombs, 1957.

993.1 Co

\* Deakin, A.

The Federal Story; the inner history of the Federal cause. Melbourne, Robertson & Mullens, 1944, p.33-47. (Also listed under Parkes.)

342.94 De

Grattan, C.H.

The southwest Pacific to 1900; a modern history. Australia & New Zealand, the islands, Antarctica. Ann Arbor, University of Michigan Press. 1963.

Grey, Sir George

Polynesian mythology and ancient traditional history of New Zealanders. Auckland, Whitcombe & Tombs, 1929.

923 Gre

"Some letters from George Grey to John Gould," by A.H. Chisholm. Published in The Emu, v.38, Oct. 1, 1938, p.216-226. (Photocopy.)
P923 Gre

Hasluck, P.

Black Australians; a survey of native policy in Western Australia, 1829-1897. 2nd ed. Carlton, Vic., Melbourne University Press, 1970, p.87, 127-128, 134, 170. 323.11991 Has

\* Hight, J. and Straubel, C.R., A history of Canterbury. Vol.1: To 1854. Christchurch, Whitcombe & Tombs, 1957. 993.1 Hi

eds.

Bio - Grey

For use of Synd. Secretary

|   | Reading List        | 3  |
|---|---------------------|--|
|   |                     |  |
|   | GREY (cont'd)       | 1  |
|   | Background (cont'd) |  |
|   | Langley, M.         | Sturt of the Murray; father of Australian exploration. London, Robert Hale, 1969.  |
| * | Walker, E.A.        | A history of Southern Africa. 3rd ed.<br>London, Longmans, 1957, espec. p.270f.<br>968 Wal   |
| ø | -                   | Dictionary of national biography - Extract.  (Photocopy.) P923 Gre   |
| ø | <del>-</del>        | Australian encyclopaedia, Vol.4, p.338-390. (CSR 19)   |
| ø | -                   | "Grey, Sir George (1812-1898)" in Australian dictionary of biography. Vol.1: 1788-1850. Melbourne University Press, 1966, p.476-480. |

# Also

Material not listed here, but available in the Library, may be found by consulting the subject heading GREY in the catalogue.

\*\*

### HUCHES: 1862-1952

# References centred on Hughes

For use of Synd.
Secretary

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Everywhere in the world. C.N.F.B., 1946. (16 mins. B and W)
Opens with President Roosevelt's speech demanding four essential freedoms ...

Note. It is necessary to book well in advance for films required on loan.

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# APPENDIX E

CHAIRMAN'S PRESENTATION SPEECH

AND

SYNDICATE REPORT

ON

MACQUARIE

SESSION 54, 1975

AUSTRALIAN ADMINISTRATIVE STAFF COLLEGE

MOUNT ELIZA

As indicated in Chapter Three, the Presentation Speeches by syndicate Chairmen at Mount Eliza were generally straightforward distillations of the syndicate reports, however on occasion there emerged a speech couched in more imaginative terms.

One such speech is given in this Appendix, and is juxtaposed with the Syndicate Report upon which it is based.

In both cases the identity of the syndicate and its Chairman and Secretary have been deleted at the request of the College.

|   | PAGE NO. |
|---|----------|
| Chairman's Presentation Speech "Pope Paul's Epistle to Course 54" | 167      |
| Syndicate Report "Lachlan Macquarie"                              | 170      |

# Pope Paul's Epistle to Course 54

#### (9 December 1975)

### Dearly Beloved Brethren:

On important occasions such as this, I speak Latin. However, as there are here tonight visitors - and staff - I will use English. Tonight there will be no papal bull; my words will be as infallible as ever.

We are gathered here tonight to delve back into history. As we all know, history is something that never happened, written by someone that wasn't there. The differing views of writers on Lachlan Macquarie demonstrate the truth of that statement.

Historians have been critical of some aspects of Macquarie's performance as Governor of N.S.W. In order to assess those criticisms, I intend tonight to consider how others would have performed in his place. In particular, how would Malcolm Fraser or Gough Whitlam have fared as Governor of the early convict colony?

Malcolm Fraser was born with a silver spoon in his mouth and, if Fred Daly can be believed, with a golden dagger in his hand. In the harsh, cruel world of politics, he has shown a ruggedness and ruthlessness to survive. Good pioneering qualities for primitive conditions. However, he is a conservative that is a man who does not think that anything should be done for the first time. How then could the colony progress? He is ambitious, and we all know that most of the trouble in this world has been caused by people wanting to be important.

He has demonstrated a lust for power. I can picture him arriving in the colony, rejoicing in the words - power is wonderful, absolute power is absolutely wonderful, and that would have been remarkably clever of him because Oscar Wilde had not then been born. But, more basically, would not this power-hungry Caesar have been another Bligh?

Emancipation would not have happened for this remote man of privilege would not have realized that convicts are also people.

His industrial relations policies involving the concept of consequences would have been a failure. What threat is jail to a union leader who is already a convict?

Fraser would have yielded to pressure from Lieutenant-Governor Anthony and ensured that there was a plentiful supply of convicts available to the exclusives, the free-settler graziers and farmers, to the detriment of the building programme - except perhaps in the rural areas.

Now let us consider Gough Whitlam. Here is a very learned man. He is so learned that he could name a horse in eight or ten languages; yet, at the same time, so ignorant that if he wanted something to ride upon he would probably buy a cow.

The first thing he would have done when arriving at the colony would have been to appoint a ministerial adviser. The only person with experience in ministerial advice was the Reverend Samuel Marsden and the appointment of that grasping hypocrite would have been a national disaster – something like in present day conditions, an F.111 crashing into the Sydney Opera House.

Whitlam's enlightened aboriginal policies would have meant an earlier start to the programme of handing back Australia to the aborigines with a result that we would probably not be here tonight.

His commitment to health services would have ensured that the so-called Rum hospital would have been completed much quicker than it was. He would have achieved that, not by printing money - an activity of which he has been accused - but by distilling rum.

As a strong supporter of women's liberation, he would not have incurred the wrath of the British Government by wasting labour and material resources on building a separate female barricks at Parramatta. A common barricks would have sufficed.

To his credit, he would have conducted a wideranging and vigorous exploration programme because he has demonstrated his ability to lead a party who has shown a determination to press on without knowing where it was going:

Neither Fraser nor Whitlam, dispite the self-professed greatness of each, would have been able to save the crops from regular floodings of the Hawkesbury River. You realize of course, that is a swiftly-flowing river, unlike the Yarra, which is too thick to drink yet not thick enough to plough.

Although both Fraser and Whitlam would have been failures as Governor of the colony, in order to make a balanced comparison it is necessary to consider how Macquarie would perform if he were in control of Australia today. We should not brush aside, without due examination, the possibility that, in present day conditions, one-man control could be better than our present system of cabinet government because frequently twenty-seven wise men add up to one fool.

There is no doubt that Macquarie would solve the unemployment problem. He would make more roads, build more bridges and erect more buildings.

His foreign policy would be based upon the cultivation of powerful friends; a skill which he clearly demonstrated from the beginning of his army career.

On the basis of his army training, he would build up a strong defence capability, not only to resist invasion but also in the hope of gaining spoils, a long standing ambition during his army career. That would not only be personally rewarding, it would also assist with the balance of payments.

He would not be troubled by pressures from powerful unions; he would not permit trade unions. He would also not permit employer groups, thus adding to the workforce.

In Macquarie, we have a man of thrifty highland upbringing - a man who has amply demonstrated his financial capabilities - firstly, in the army as regimental paymaster, a position which he ably discharged with a personal profit; secondly, in the colony which he ran initially with no money and then, after importing some, he increased the supply by dividing each coin into two pieces; and thirdly, in his role in establishing the Bank of N.S.W.

With such financial experience, he would not have been duped by Rhemiani. His demonstrated capacity to juggle army imances would enable him to achieve Fraser's pipedreams - increased incentives for ardustry, increased subsides for the rural sector, increased money for the states, reduced government spending without decreasing expenditure on defence, education, health, uzban improvement, welfare, etc., all accompanied by a reduction in personal, company and indirect taxation and a reduction in the budget deficit.

In summary - with his financial prowess and his commitment to an imaginitive building programme, he is the only man who has demonstrated the capacity to rid us of the twin evils today - inflation and unemployment.

In conclusion, I wish to leave with you this sample message. When making your decision on Saturday, vote Macquarie.

#### CONFIDENTIAL

170 SYNDICATE

SESSION 54 Advanced Course

#### **BIOGRAPHIES**

Chairman:

Secretary:

## LACHLAN MACQUARIE

An examination is made of Lachlan Macquarie and the shaping of his managerial style. Emphasis is placed on those events in his life which may have influenced his executive development and administrative capability.

#### HIGHLAND HERITAGE

Lachlan Macquarie was born on the rugged Scottish Hebridean island of Ulva on 31 January, 1761. (Some authorities say 1762.)

Soon after his birth, his father died, leaving young Macquarie's upbringing under the patronage of his uncle, the Chieftain of his mother's clan.

Thus was instilled in him the traditions and habits of a noble Scottish clansman with a sense of guardianship for his clanspeople further influenced by the transformation of the Highlands following the defeat of Bonnie Prince Charlie at Culloden 15 years before Macquarie's birth.

The social environment was one of tolerance in which poor and rich, protestant and catholic, mingled in the remnants of a fuedal life.

Throughout this time, Macquarie's life was one of poverty and necessary thrift which later made him determined to advance his financial situation.

Although reports differ, it seems that his education as a youth was minimal.

With the outbreak of the American War, using the influence of a relative, he joined the army hoping for a commission. He was then 15 years of age.

In 1776 he was sent to Canada and within a few months was commissioned as an ensign.

After service in America and Jamaica he returned to Scotland to arrive there in 1784 with the rank of half-pay lieutenant. Macquarie, then 22, had been under rough barrack conditions learning obedience from stern disciplinarians during his most receptive period.

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At the end of 1787, the Government formed a new regiment, the 77th, for service in India.

Using influential friends, Macquarie obtained a commission as Lieutenant having first fulfilled the requirement to raise a small band of recruits. To do that he travelled over a wide area of Scotland.

From that time on, seemingly conscious of what destiny might have in store for him, Macquarie kept a journal of his life and thoughts.

Macquarie and the 77th arrived in Bombay in August 1788.

At that time in New South Wales, the "first fleeters" were struggling to survive in a harsh and alien environment to which they had come eight months earlier. Macquarie was then aged 27.

For a long time the regiment stagnated in inaction. Macquarie lived frugally on his army pay, there being no prize money which was the incentive for India service.

He managed his personal affairs with ability and skill, living tolerably well within the limits of his income and resisting the temptations of the available excesses.

At the same time he was a popular and sociable soldier, serving on the "committees of balls, suppers, assemblies and concerts which formed the staple amusements of the Bombay season".

These social activities were costly, impelling him to make persistent and insistent attempts to obtain promotion, beseeching influential people for assistance. His efforts were rewarded in 1789 when he was granted a captaincy over the heads of other lieutenants with greater seniority of service.

Throughout the period he was solicitous for the welfare of the men of his company, "seeing that 200 potentially scorbutic private soldiers had green vegetables for the sake of their skins and daily tots of arrack for the promotion of their morale".

Eventually the Indians rebelled and Macquarie ably participated in the ensuing campaigns.

From these he received a small amount of prize money and the ill-health which was to dog him for the rest of his days.

## LACHLAN AND JANE

After the campaigns, Macquarie returned to Bombay to recuperate and to meet Miss Jane Jarvis, daughter of a wealthy former Chief Judge of Antigua.

Jane, so Macquarie recorded, "had charming manners and an agreeable disposition", as well as being "a most pleasing companion". She also had "a private fortune of £6000 sterling".

All these attributes led to the wooing of Jane and her eventual  $_{172}$  acceptance of Lachlan's hand in marriage, Macquarie first convincing her guardian that he had the means to keep her. This he did by obtaining appointment to Major of Brigade at the same time retaining Paymaster of the Regiment and Captain of his Company.

The impending change to his life caused him to review it and record an order for its future conduct. Each day there were to be regular times for rising and meals; for army business and for self-improvement study as well as provisions for sobriety of habit and for social contact.

Married life brought financial struggle in Bombay society, military activity in India and Ceylon and recognition of his ability as a soldier and administrator by his appointment as Governor of Fort de Galle.

Jane fell ill and Macquarie took her to Macao to try to save her. It was without avail, Jane died there in 1793.

Macquarie's grief was extreme. He was inconsolable at her death, abandoning his regular habit of writing his journal for twelve months.

After years of loneliness and adventure in military action, he returned to Bombay with the spoils of war and further offices of benefit.

#### REJUVENATION

In 1799, he reached a turning point in his life. His grief had abated and he commenced to mix in society. He had attained the rank of brevet-major.

The Governor of Bombay was a civilian, Jonathan Duncan, noted for his talent and integrity having suppressed infanticide and peculation in Benares.

Duncan appointed Macquarie as his Military Secretary. The two similar characters became firm friends, Macquarie benefitting from the example of a skilfull civil administrator.

By 1801, Macquarie's abilities led to his appointment as Head of Staff and Deputy Adjutant General of the Army of General David Baird. The General had wanted "a man of business" for the position and Macquarie possessed that qualification. Another opinion was that Macquarie was "an excellent man, but has bad health, and, I think, wants that decision in difficult cases which is the life of everything, although he has the habits of business".\*

The appointment took Macquarie to Egypt arriving too late for the battle but remaining there until 1802 when, ill through the rigours of service, he returned to Bombay to the command of the 86th Regiment and his former post of Military Secretary to the Governor. During his time in Egypt Macquarie and General Baird had developed a personal friendship.

Pining for his homeland and the estate he had purchased through canny management of his expanding financial resources, Macquarie returned to the country he had left fifteen years before.

\* Col. Arthur Wellesley, later Duke of Wellington.

He arrived in the Spring of 1803, describing himself as "an awkward, rusticated jungle-wallah", but soon found a place in London society. In the meantime he was appointed Assistant Adjutant to the Commander of London District.

A year later he managed to get to his estate, which he named Jarvisfield in honour of his dead wife, and met and decided to marry. Miss Elizabeth Campbell.

Their marriage took place later in 1807 when Macquarie was 46 years old and after he had returned from further service in India and Ceylon and his succession to command of the 73rd Regiment.

By this time, after seventeen years of service abroad, he expected a period of home duties with his Regiment. Events in N.S.W. were to curtail the expectation.

#### THE PENAL COLONY

Twenty-two years before Macquarie arrived, the British Government had founded a penal colony in the antipodes to dispose of its criminals who were overcrowding the jails.

Its penal colony policy was to combine punishment of the utmost severity with that of self-support.

The early Governors attempted to achieve those policies, but encountered a harsh land with conditions foreign to European experience. Governors, convicts and free settlers struggled to survive.

The colonial population in 1810 comprised the civil administration, the military, the convicts, the emancipists or freed convicts and the convicts' children, some approaching maturity. As well as those there were the free settlers, some being immigrants seeking a new life and others former military officers, turned graziers.

Drunkenness and Mcentiousness was rife, encouraged by the tradein rum, which had become the common currency and was a monopoly of the military.

Up to Macquarie, all the Governors had been naval officers who had no real command of the military force, the infamous Rum Corps.

The absolute power and commissions of those Governors had led to conflicts of interest with the landowners and officers.

It climaxed in the deposition of Governor Bligh in the "Rum Rebellion" and the installation of a caretaker or usurper administration. Even rebels fall out, so it was not long before the colony was in a state of chaos.

The Home Government acted to salvage the situation by appointing a new Governor and replacing the "Rum Corps" with Macquarie's regiment. Lieutenant-Colonel Macquarie was to be Lieutenant Governor. A judge was also appointed to replace the quasi-military trial system then in use.

Before the new administration sailed, the Governor-elect resigned and was replaced by Macquarie. Previously Macquarie had been reluctant to leave, but the prospect of a much greater emolument made it more attractive.

The party left England in 1809. Macquarie spent the long voyage in preparatory study for his new role. He had visions that he would be Chieftain of a clan of peasant farmers. What he was to find were greedy, self-seeking land-owners, hypocritical Pecksniffian clergy and debauched convicts with little will to work. His visions were shattered and he was faced by a colony of chaos.

#### BUILDING A COLONY

The Macquarie entourage arrived at Port Jackson on 28 December, 1809. The Governor was then in his 48th year.

The colony was a depressing sight. There were unmade roads, hungry and ragged people, unpenned criminals and decaying buildings. Rebel and non-rebel were flinging accusations about at random. The landowning gentry were contemptuous of the emancipists, who were the small farmers, traders and manufacturers.

From the beginning Macquarie made clear his lofty ideals and the expectation of exemplary behaviour from those in positions to show it. He trusted that the dissensions and jealousies would terminate and be replaced by a spirit of conciliation and harmony.

All power, other than judicial, resided in the Governor. Macquarie set about to use those powers to carry out his Commission and instructions as he interpreted them.

He caused roads and bridges to be made, towns to be laid out, public buildings to be erected, exploration to be encouraged and surveys to open up the new land for development. Land was granted to those citizens, whether free settler, emancipist or native born, provided they were willing to work it. He also encouraged the growth of commerce and the stability of finance, the latter by eliminating the rum currency and promissory note system and substituting for them coinage and the first Bank of the colony.

His policies resulted in improved food supplies, removing the constant threat of famine. Flocks and herds increased, leading to the first faint hope of export trade in wool, hides and tallow.

Overall, the colonials' material welfare was improved beyond their expectation and hope.

Macquarie did not consider the former status of the emancipists as any barrier to their advancement. They had expiated their offences and thereby should be able to return to their former position in society. The free settlers had other ideas and thus were sown the seeds of dissent.

## COLONIAL DISSENT

Macquarie reserved the best and most skilled convict labour for government use for the overall good of the colony, rewarding those who performed well.

The landowners selfishly wanted that cheap labour to improve their properties, build their houses and tend their animals. Taking a more objective view of the colony's needs, Macquarie rated their interests second priority.

Emancipists were encouraged to recover their self-respect by being appointed to positions of trust where they could use their capabilities. The appointment of emancipists as public servants, lawyers and magistrates and the social recognition by the Governor of successful emancipist traders and landholders affronted the "aristocratic" dignity of the free landowners who saw it as a diminution of their influence.

Macquarie's attitude to the emancipists also caused a rift between him and the judiciary who, like the landowners, were offended at the assault on their dignity.

Public interest and private interest clashed over the use of government power in implementing its policies.

Communications and relations with the Home Government were maintained with great difficulty. Instructions were often received long after the event that they were designed to guide had occurred.

The Home Government seemed to have double ideals for the colony. They swung between policies of developing a penal colony supported by a small subsistence farm economy and a great estates economy built on cheap convict labour.

The rapid march of events doomed to failure such divided objectives.

The Colonial Ministers complained of Macquarie's extravagance on public works. He responded by attempts to impress the need for work to keep the colony progressing and the value of his emancipist policy.

He saw the latter as establishing a colony of reform and rehabilitation. He argued that, "this country should be made the home and a happy home to every emancipated convict who deserves it", not a colony of great estates owned by free immigrants of mediocre resources who were exploiting a system of punishment and slave or feudal labour and who had done little to deserve their wealth.

Macquarie had no influential friends in England to enlist support for his policies. The landowners did. Therefore the British Government received a biased and unfair account of what was happening in the colony.

Other events too were pushing the Government to act. The Napoleonic War was over. The Industrial Revolution had begun and jails were filling as people were displaced.

The common people had heard of a new land where a convict could shake the Governor's hand and there were opportunities for the low-born.

In plotting a course between the pleas of the colonial governor, the landowners and the parliamentary reformers and watchdogs, the Government decided that it was time for an enquiry.

#### COLONIAL ENQUIRY

In September, 1819, Commissioner Bigge, a former Judge in the slave colony of Trinidad, arrived in the colony to conduct his investigations. With pure conscience, Macquarie welcomed an enquiry confident that his work had been good for the colony.

It soon became clear that Bigge's views were in sharp contrast to Macquarie's. Relationships between the Governor and the Commissioner deteriorated as Bigge vetoed his appointments and administrative decisions. In this, Bigge was supported by the landowners and the judiciary.

Macquarie became disheartened and a gain submitted his resignation.

Bigge returned to England in February 1821, submitting the first of three reports in June 1822. Macquarie was never permitted to reply publicly to the criticism of his Governorship.

The Home Government had begun charges even before Bigge's formal report had been published. Public works were curtailed, convicts were assigned to landholders, land grants to emancipists were restricted and emancipists were prevented from rising to the level of their ability. In general, many of Macquarie's policies were to be reversed.

#### LAST DAYS

Lachlan Macquarie departed New South Wales on 12 February, 1822, having given twelve years of his life to New South Wales. He was 61 years old and tired.

Macquarie could look back on his life and believe that all he had done had been for the best and had arisen from the best motives. The tragedy was that the rectitude of his motions and actions, the purity of his character, and the success of much that he had undertaken were no longer relevant to those in power.

His departure was seen with regret by the emancipists and nativeborn and with rejoicing by the landed colonial aristocracy.

Upon reaching England he made many attempts to vindicate himself in the eyes of the authorities and to obtain recognition for his years of military and colonial government service.

He retired, on a pension, to his run—down estate at Mull. His final years were far from comfortable.

He died on 1 July, 1824, due to a return of the illness he contracted on army service.

# MACQUARIE THE MANAGER

Of humble origin and little formal education by modern standards, but with natural ability, Macquarie taught himself basic management skills. These he used in his military career and as Governor.

He had a persistence to obtain his desires and used the influence of friends to that end.

He strove for financial security yet was generous to the needy, amongst his friends and relatives.

Adversary and friend alike were unanimous in attributing to him honour and integrity. Expecting this in others he overlooked the frailty of human nature which led to disappointment at their performance.

Macquarie was gullible, being receptive to a "good story", the teller seeking to advance his own cause to the detriment of Macquarie's policies. He accepted people at face value on first meeting and then was slow to realize that they were cheating him.

Although having the prejudices of his class he subordinated them in the interest of the common good of restoration of emancipists to society.

Seeing himself as an administrator in the style of Chieftain of a Scottish clan, he failed to see that the "New South Wales clan" were rogues and greedy people who had a different view of their position.

A visionary having a broad view of the future and the knowledge of the means to achieve it, he tended at the same time to be easily diverted by details which were relatively unimportant.

He expected obedience to orders from people used to questioning judgements and with interests in conflict with those in authority. Failure to effectively communicate with his colonial adversaries meant lack of realization that the landowners' profit motivation was stronger than submission to the Governor's policies.

His emancipist policy was one of humanity in a cruel and harsh time and place.

As Colonial Governor, slow communication with and lack of influence in the Home Government left him to his own devices. He was isolated by the delayed instructions of a government preoccupied with other matters (the French threat), and not seeming to know what they wanted for the colony. Macquarie strayed from his commission and instructions on some matters, yet strictly adhered to others, failing to appreciate that his actions gave rise to criticisms which people could use against his policies.

On balance, Macquarie's faults were outweighted by his humanity, vision and administrative competence.

The achievements of Macquarie, his roads, his towns and buildings, his explorations, his administrative infrastructure and, above all, his humanity, left a firm foundation for the people to establish Australia as the "home and the happy home", whether free settler, convict, emancipated or native-born.

(Approximately 2,000 words.)

#### APPENDIX F

# INNOVATIVE REPORT FROM A SYNDICATE ON ITS BIOGRAPHICAL SUBJECT HUGHES

SESSION 68, 1980

AUSTRALIAN ADMINISTRATIVE STAFF COLLEGE
MOUNT ELIZA

As Chapter Three indicates, the College at Mount Eliza encouraged any syndicate which wished to attempt an innovative approach to its biographical report.

The report included in this Appendix is one of the very few which can be classed as "innovative", and is offered as representing the germ of a possible alternative approach to using biography in the development of administrators.

At the request of the College, the identity of the syndicate and that of its Chairman and Secretary have been expunged.

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AC 68

BIOGRAPHY - W.M. Hughes

SYNDICATE

#### APOLOGY

SYNDICATE (second team) are unable to submit a report on Billy Hughes.

However, we offer some correspondence found amongst his papers by our historian.

Correspondence found in papers of the Hon. W.M. Hughes:

To:

President,
Sydney Rotary Club,
27 Martin Place,
SYDNEY, NSW

My dear Charles,

Following our long discussion at the Royal Sydney Golf Club yesterday on the proposal by the Sydney Rotary Club to establish a college in Australia for training experienced managers, I am writing to let you know that my experience and training fit me for the position of Principal of such a college.

The attached draft resume is based on my understanding of the course of studies being discussed for advanced managers.

Please let me know if you are interested so that I can decide whether to retire from Parliament and apply for this more challenging position.

With regards.

P.S. Copies of some correspondence and references are also attached.

Bio Page 3

RESUME (DRAFT)

- . HUGHES, William Morris
- . Born Wales (or London) (which ever suits)
- . D.o.b. 6.12.1864 (or 6.12.1862) (which ever suits, another date could be arranged again)
- . Married (twice) .
- Education Llandudno Grammar and St. Stephens, Westminster till age 10 (or 12) (which ever suits).
- Sydney University part time.
- . Work experience (in reverse chronological order with comments on applicability to the course of studies).

| Position                      | Relevance to roles and subject of advanced management course |  |
|-------------------------------|--|--|
| School teacher                | Lecture series   |  |
| Pineapple plucker (or picker) | People at Work (A4)  |  |
| Tally clerk (before EDP)      | A & FC (C1)  |  |
| Grape picker (or plucker)     | Buttery steward  |  |
| Sleeper cutter                | Quantitative Methods (LP models) (C2)                        |  |
| Shearer                       | Hairdresser (black market)                                   |  |
| Rouseabout - cattle station   | Bursar - Registrar.  |  |
| Soldier                       | Organization Structure (A5)                                  |  |
| Drover                        | Executive Health   |  |
| Seaman                        | Strike breaker   |  |
| Steward                       | House Manager  |  |
| Cook                          | Strike breaker if cook on strike                             |  |
| Actor                         | Syndicate Leader   |  |
|                               | /over  |  |

Bio Page 4

Knife grinder

Bookseller

Union organizer

Member NSW Parliament

Editor - newspaper

Law student

Member Federal Parliament

Minister External Affairs (twice)

Attorney General

Prime Minister

Privy Councillor

Shipping - wheat

Marketing manager - wheat

Founder Australian Party

Treasurer

Minister for Navy

Leader of Opposition

Backbencher

Housekeeper

Librarian

Industrial Relations (B5)

"Experiential learning workshop"

Dean

"Elective"

Group Decision Making (C4)

Australia and the World (B2/II)

Accountability (A2)

Australia - the Political Background (B2/I)

Management in a World of Change (D1)

The Market (B4)

The Market (B4)

Centres of Economic Power (B3)

Australian Economy (B1)

Executive Development and Succession (D2)

Croup Observation

Organize(er) (Seminar)

B<sub>1</sub>o Page 5

#### MAJOR ACHIEVEMENTS

My life has been devoted to developing Australia. I list my more memorable achievements as follows:

1890's . Founder of NSW Labour Party

Founder of Waterside Workers' Federation

1900-1914 Laid basis of Commonwealth Legislation

1914-1922 . Ran the war for Australia and Britain as Prime Minister and Attorney-General (The loss of the just and patriotic battle for

conscription was due to vested interests and unfortunate lack of vision by Parliament.)

Revitalized allies in their hour of need.

Reorganized Australian trade in wheat, wool and metals - set up shipping line;

- set up Commonwealth Bank.

Set up CSIRO.

Reorganized Australian Defence system.

Secured terms favourable to Australia at Versaille Peace

Conference.

Wide ministerial experience, e.g. External Affairs, 1930's Health portfolios.

1940's Top adviser during Second World War.

Total of 58 years of parliamentary service to Australia.

- . Freedom of the City of London and 9 other cities
- Doctor of Law (Hon.) London, Oxford, Bristol, Glasgow, Harvard, Stanford, Chicago, Alaska, Guam, Malaysia, South Pacific, Victoria (Wellington) Canterbury (Christchurch), Alberta, Toronto, British Columbia, etc.
- Membership of Governing Bodies: Seamans Union, Wharf Labourers Union, Labour Electional Leagues, Labour Party, Australian Party, United Australia Party, Liberal Party, etc.

Bio Page 6

International Conferences Representing Australia or Empire organizations:

- . London War Cabinet 1916
- . London Imperial Conference 1916 (representing Britain)
- . Paris Economic Conference 1916
- . London Conference on reparations 1918
- . Versailles Peace Conference 1919.
- . Publications and Research: Eight books, 1000 journal articles, seven in baskets, several cassettes, video tapes, 60 unpublished papers
- . Foundation Editor "The Worker" (Balmain 1893)
- . Further Information: Who's Who the World, Who's Who in Politics,
  Who's Who in Australia, the Wrecker's Directory,
  The World's Who's Who of Authors, Contemporary
  Authors, Dictionary of International Biography,
  Notable Australians.



#### TO WHOMSOEVER IT MAY CONCERN:

I write to recommend to you the former Prime Minister of Australia, Mr. W.M. Hughes whom I had the fortune to meet at Versailles in 1919. Although we had not expected the Dominions to be represented at the Peace Conference in such a direct way, we found Mr. Hughes to be a major negotiating force at this meeting.

Mr. Hughes has a gift of oratory which is entirely persuasive and this is accompanied by a dedication and singlemindedness of purpose which together make him a formidable negotiator.

Loyalty to the organization he represents cannot be doubted and he is at his most effective when under pressure and defending those ideals he holds most dear. He is not prepared to give way even in the face of overwhelmingly superior opposition and he was singularly successful in getting his way at the Peace Conference.

I can recommend Mr. Hughes to you, a persistent and hardworking representative, and hope that you can find an appropriate position for him.

au

WILSON President United States of America

September 1922



## Reichchancellory

1st April 1935

The Hon. William Morris Hughes, Parliament House, Canberra, ACT, AUSTRALIA

Dear William,

I feel that the time has come now that my Party is fully established on the leadership of the REICH to pay tribute to your contribution to our success.

Your insistance on full reparation for the cost of the Great War was a major factor leading to the financial circumstances whereby the benefits of Facism became self-evident to the German people. Your steadfastness of purpose in this direction and your economic foresight is remembered with gratitude by all the followers of the NAZI cause.

The Mayor of Berlin has been moved to offer you the freedom of that city and the University of Hamburg has conferred upon you an Honorary Doctorate in Humanities as a result of your contribution to the Party.

Should you be able to visit Germany to avail yourself of these offers in the near future please take a meal with Eva and myself. Sauerkraut will not be served in deference to your digestive difficulties.

Kind regard.

Chiyoda House, 2-17-8 Magata-cho, Chiyoda-Ku, TOKYO, Japan

12 December 1947

Dear Hughes,

I noted with pleasure and nostalgia in a recent issue of the Manchuini Times that you have just celebrated your eight-fifth birthday. Please accept my congratulations and best wishes.

Now that I am retired I often reflect on our times together in Paris. I must admit that at the time I thought you difficult, if not impossible to deal with; your persistence in wishing to exclude Japanese from Papua New Guinea was very hurtful to my people. I must admit that it may have been to Australia's advantage in the recent conflict.

Enough of memories - I see that you are still in Parliament and being described as "Australia's most famous homescraftsman .... who eats like a bird and would even complain that the soup was tough\*, who quarrels compulsively with his wife" - ah! the memories come back again.

Now that our nations are friends I hope we can be also.

Christmas greetings to you and Lady Mary.

Yours nostalgically,



#### Editorial Note

- Baron Makino was formerly head of the Japanese Delegation to the Peace Treaty of Versaille
- \* He should have tried Moondah "soup of the night".

16 August 1917 '

TO WHOM IT MAY CONCERN:

this is to certify that Mr. W.M. Hughes, otherwise known as the 'Little Digger/Dictator', was a member of the Australian Labor Party from 1894 to 1916, departing due to expulsion from the Party.

He was an outstanding member of the Party, serving in various capacities, many known only to himself. He is remembered above all for his determination to be remembered above all, and for his brilliance and eloquence in the cause of working people, especially of W.M. Hughes.

He has shown that he can achieve any private or public purpose he sets his mind to. It is therefore important for an organization to know whether it has the same purposes as W.M. Hughes.

I strongly recommend him for any responsible position in any organization other than ours, provided his leader is brilliant, energetic, has eyes in the back of his head, and is confident of controlling the numbers.

Yours faithfully,

Ç

Andrew Fisher Former Prime Minister

#### REFERENCE: MR. W.M. HUGHES

TO WHOM IT MAY CONCERN:

this is to certify that Mr. W.M. Hughes, otherwise known as the 'Little Digger/Dictator', was a member of the National Labor Party, from 1916-1917, until the formation of the National Party.

He was an outstanding member of the Party, serving in various capacities, many known only to himself. He is remembered above all for his determination to be remembered above all, and for his brilliance and eloquence in the cause of working people, especially of W.M. Hughes.

He has shown that he can achieve any private or public purpose he sets his mind to. It is therefore important for an organization to know whether it has the same purposes as W.M. Hughes.

I strongly recommend him for any responsible position in any organization other than ours, provided his leader is brilliant, energetic, has eyes in the back of his head, and is confident of controlling the numbers.

Yours faithfully,

Lord Bruce Prime Minister

16 August 1930

TO WHOM IT MAY CONCERN:

this is to certify that Mr. W.M. Hughes, otherwise known as the 'Little Digger/Dictator', was a member of the

National Party from 1917-1929 departing due to explusion from the Party.

He was an outstanding member of the Party, serving in various capacities, many known only to himself. He is remembered above all for his determination to be remembered above all, and for his brilliance and eloquence in the cause of working people, especially of W.M. Hughes.

He has shown that he can achieve any private or public purpose he sets his mind to. It is therefore important for an organization to know whether it has the same purposes as W.M. Hughes.

I strongly recommend him for any responsible position in any organization other than ours, provided his leader is brilliant, energetic, has eyes in the back of his head, and is confident of controlling the numbers.

Yours faithfully,

Lord Bruce Former Prime Minister

#### REFERENCE: MR. W.M. HUGHES

TO WHOM IT MAY CONCERN:

this is to certify that Mr. W.M. Hughes, otherwise known as the 'Little Digger/Dictator', was a member of the

United Australia Party from 1930-1944, and departed due to explusion from the party. He is currently a member of the newly-formed Liberal Party.

He was an outstanding member of the Party, serving in various capacities, many known only to himself. He is remembered above all for his determination to be remembered above all, and for his brilliance and eloquence in the cause of working people, especially of W.M. Hughes.

He has shown that he can achieve any private or public purpose he sets his mind to. It is therefore important for an organization to know whether it has the same purposes as W.M. Hughes.

I strongly recommend him for any responsible position in any organization other than ours, provided his leader is brilliant, energetic, has eyes in the back of his head, and is confident of controlling the numbers.

Yours faithfully,

Arthur Fadden former Prime Minister Mr. Hughes -

Enclosed reference is attached to my resignation as requested.

H.V. Howe (ex Secretary)

#### TO WHOM IT MAY CONCERN

I have worked for Mr. W.M. Hughes for 5 years as his private secretary.

I have found him to be a man of variable habits, always willing to pick the brains of his staff, never give praise unless well deserved, and never consider the personal life of his staff to his own detriment.

He is a man of clean habits, regularly cleaning his desk of all papers by sweeping them with one thrust all over the office. He is slightly deaf, but this disability is only evident at times of opposition and rather than being a disability is used to great advantage. This once again shows Mr. Hughes' great adaptability.

One of Mr. Hughes' oustanding qualities is his ability to clearly define the task and priorities of his staff in clear, concise and simple Australian terms. His capacity for work cannot be understated, he frequently requires his staff to work at week-ends. As a consequence his staff are on call 24 hours per day, seven days a week (Mr. Hughes can usually recall the purpose of his request when you eventually gain his presence).

I am only one of a continuing parade of "loyal" private secretaries to this "honourable" man, all of whom would endorse my glowing remarks contained in this reference.

Yours faithfully,

H.V. House

H.V. Howe

#### APPENDIX G

LIST OF REVIEWERS OF THE BIOGRAPHIES

SESSION 1, 1957 - SESSION 69, 1980

AUSTRALIAN ADMINISTRATIVE STAFF COLLEGE
MOUNT ELIZA

#### FIRST BIOGRAPHIES AND RESIDUAL BIOGRAPHIES

| SESSION | DATE OF REVIEW | REVIEWER                           |  |
|---------|----------------|------------------------------------|--|
| 1       | 16.10.1957     | Dr. D.H. Pike                      |  |
| 2       | 23. 4.1958     | Associate Professor K. Fitzpatrick |  |
| 3       | 17. 9.1958     | Associate Professor K. Fitzpatrick |  |
| 4       | 24. 3.1959     | Professor G. Greenwood             |  |
| 5       | 7. 7.1959      | Professor J. Burke                 |  |
| 6       | 20.10.1959     | Associate Professor K. Fitzpatrick |  |
| 7       | 22. 3.1960     | Dr. D.H. Pike                      |  |
| 8       | 5. 7.1960      | Mr. F. Howard                      |  |
| 9       | 18.10.1960     | Mr. F. Howard                      |  |
| 10      | 28. 3.1961     | Mr. J.A. Feely                     |  |
| 11      | 11. 7.1961     | Professor D.H. Pike                |  |
| 12      | 24.10.1961     | Mr. F. Howard                      |  |
| 13      | 27. 3.1962     | Mr. J.A. Feely                     |  |
| 14      | 10. 7.1962     | Dr. L.J. Kramer                    |  |
| 15      | 24.10.1962     | Mr. F. Howard                      |  |
| 16      | 31. 3.1963     | Professor D.H. Pike                |  |
| 17      | 4. 8.1963      | Dr. L.J. Kramer                    |  |
| 18      | 3.11.1963      | Professor D.H. Pike                |  |
| 19      | 5. 4.1964      | Professor D.H. Pike                |  |
| 20      | 9. 8.1964      | Professor L.J. Kramer              |  |
| 21      | 8.11.1964      | Miss K. Tennant                    |  |
| 22      | 4. 4.1965      | Professor D.H. Pike                |  |
| 23      | 8. 8.1965      | Professor L.J. Kramer              |  |
| 24      | 7.11.1965      | Professor D.H. Pike                |  |
| 25      | 3. 4.1966      | Dr. J.R. Darling                   |  |
| 26      | 7. 8.1966      | Professor L.J. Kramer              |  |
| 27      | 6.11.1966      | Mr. F. Howard                      |  |
| 28      | 9. 4.1967      | Professor L.J. Kramer              |  |
| 29      | 13. 8.1967     | Dr. J.R. Darling                   |  |
| 30      | 12.11.1967     | Professor G. Sawer                 |  |
| 31      | 31. 3.1968     | Professor D.H. Pike                |  |
| 32      | 11. 8.1968     | Professor L.J. Kramer              |  |
| 33      | 10.11.1968     | Professor L.J. Kramer              |  |
| 34      | 30. 3.1969     | Mr. B.W. Hone                      |  |
| 35      | 10. 8.1969     | Sir James Darling                  |  |

### FIRST BIOGRAPHIES AND RESIDUAL BIOGRAPHIES (Continued)

| SESSION | DATE OF REVIEW | REVIEWER                |
|---------|----------------|-------------------------|
| 36      | 9.11.1969      | Professor L.J. Kramer   |
| 37      | 12. 4.1970     | Sir Brian Hone          |
| 38      | 16. 8.1970     | Professor L.J. Kramer   |
| 39      | 8.11.1970      | Professor G. Sawer      |
| 40      | 18. 4.1971     | Sir James Darling       |
| 41      | 15. 8.1971     | Sir Brian Hone          |
| 42      | 7.11.1971      | Mr. F. Howard           |
| 43      | 16. 4.1972     | Professor L.J. Kramer   |
| 44      | 13. 8.1972     | Mr. F. Howard           |
| 45      | Not            | Recorded                |
| 46      | 14. 5.1973     | Professor A.W. Martin   |
| 47      | 11. 9.1973     | Sir Brian Hone          |
| 48      | 4.12.1973      | Mr. F. Howard           |
| 49      | 7. 5.1974      | Mr. F. Howard           |
| 50      | 17. 9.1974     | Mr. R. Selby-Smith      |
| 51      | 10.12.1974     | Mr. F. Howard           |
| 52      | 22. 4.1975     | Mr. R. Selby-Smith      |
| 53      | 16. 9.1975     | Dr. S. Murray-Smith     |
| 54      | 9.12.1975      | Mr. W.S. Lowe           |
| 55      | 12. 5.1976     | Dr. S. Murray-Smith     |
| 56      | Not Recorded   | Mr. L.R. Parker         |
| 57      | 14.12.1976     | Mr. R. Marginson        |
| 58      | 3. 5.1977      | Mr. J. Lowe             |
| 59      | 23. 8.1977     | Mr. B. Simpson          |
| 60      | 13.12.1977     | Professor Manning Clark |
| 61      | 18. 4.1978     | Dr. R. O'Neill          |
| 62      | 22. 8.1978     | Professor L.J. Kramer   |
| 63      | 12.12.1978     | Dr. R. O'Neill          |
| 64      | 15. 5.1979     | Professor L.J. Kramer   |
| 65      | 28. 8.1979     | Dr. J. Rickard          |
| 66      | 10.12.1979     | Dr. J. Rickard          |
| 67      | 21. 4.1980     | Professor W. Hamilton   |
| 68      | 28. 7.1980     | Dr. J. Rickard          |
| 69      | 9.12.1980      | Dr. J. Rickard          |

#### SECOND BIOGRAPHIES

| SESSION | DATE OF REVIEW | REVIEWER                |  |  |
|---------|----------------|-------------------------|--|--|
| 1       | 24.11.1957     | Sir John Medley         |  |  |
| 2       | 1. 6.1958      | Dr. D.H. Pike           |  |  |
| 3       | 26.10.1958     | Sir John Medley         |  |  |
| 4       | 3. 5.1959      | Dr. D.H. Pike           |  |  |
| 5       | 16. 8.1959     | Dr. D.H. Pike           |  |  |
| 6       | 29.11.1959     | Dr. D.H. Pike           |  |  |
| 7       | 1. 5.1960      | Mr. A. Garran           |  |  |
| 8       | 14. 8.1960     | Mr. M.H. Ellis          |  |  |
| 9       | 27.11.1960     | Dr. A.W. Martin         |  |  |
| 10      | 7. 5.1961      | Professor D.H. Pike     |  |  |
| 11      | 20. 8.1961     | Dr. A.W. Martin         |  |  |
| 12      | 3.12.1961      | Professor D.H. Pike     |  |  |
| 13      | 6. 5.1962      | Mr. A. Garran           |  |  |
| 14      | 19. 8.1962     | Mr. A. Garran           |  |  |
| 15      | 2.12.1962      | Professor J.A. La Nauze |  |  |

#### APPENDIX H

EXAMPLE OF A TYPICAL REVIEW

BY AN HISTORIAN

AND THE

SYNDICATE REPORT TO WHICH IT RELATES

SMUTS SESSION 2, 1958

AUSTRALIAN ADMINISTRATIVE STAFF COLLEGE
MOUNT ELIZA

As indicated in Chapter Three, historians figured prominently amongst the visiting reviewers who were invited to conclude each of the Biographies Presentations at Mount Eliza.

This Appendix includes a review by Associate Professor Kathleen Fitzpatrick which is typical of the approach taken by historians. Also included is a copy of the syndicate report to which the review relates.

#### FIRST BIOGRAPHIES.

#### COMMENTS ON SYNDICATE REPORTS

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Assoc.-Professor Kathleen Fitzpatrick, Department of History in the University of Melbourne, 23 April, 1958.

#### SYNDICATE A: JAN CHRISTIAN SMUTS.

Syndicate had, I think, the hardest task. Smuts was a complicated character, of a different race from ours, and he lived in a country teeming with problems which seemed, and still seem today, insoluble. For all his fame and, in a way, his great success in life, the biography is a tragic story. The other three, for all their difficulties and troubles, were happy warriors; they had a chance of winning their battles, and they did win them, to a greater or lesser degree. But Smuts knew from the first what it is, to use his own phrase — "to be subject to fate", to forces too strong for even the strongest to bend to his will.

Confronted with a particularly difficult task, Syndicate very wisely arranged its Report in three clearly defined sections, and I should like now to comment briefly on all three.

#### 1. Chronological Account.

This is a concise and generally informative, but - and this is true of all the biographies, I think - insufficient attention is given to the early youth of the subject. The early years of life are always intensely important in biographical study.

To say, as Syndicate does, that Smuts "was brought up in comfortable circumstances" is not to tell us much, except that Smuts was not brought up in poverty. Actually, he was brought up on a farm. Now the feelings of childhood and early youth are intense feelings — and most people who have been brought up on a farm either love or loathe country life. Smuts loved it. The love of Nature was something constant throughout his life; it was a constant source of refreshment and interest, the something outside politics and strife that kept him sane. He knew all about the birds and botany and geology, he loved walking and climbing mountains — and he ended life as he had begun it, on an African farm.

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There is one other point which I think should have been strongly made in the chronological account - and that is that Smuts was a Boer. It is true that he had been to Cambridge and had the edges smoothed down, buttered up by the English as his enemies said later - but a Boer he was and remained. He went into battle with his Bible in his haversack, like one of Cromwell's old Ironsides. He was born and bred in Calvinism and Puritan austerity. Pictures, music, sculpture, food or drink, and architecture did not interest him, nor did worldly pleasures. He said once - "I have no taste and no sense of humour." His taste in fact was for the inner life - for philosophy and religion.

## 2. Influence in South Africa, the British Commonwealth, and the World.

Part 2 of Syndicate 's Report deals first with Smuts's influence in South Africa, as a hero in the Boer war, as the architect of the Union of South Africa and in political life. It then goes on to describe his influence in the British Commonwealth and in the world. These seem to be admirable summaries, and what I particularly liked about them was the way in which Smuts's philosophy of Holism is shown in action, running through all he did and giving unity to his policies.

There is only one major problem about Smuts's public career which does not seem to me to have been considered in this section - the question of whether he was or was not a racialist like so many of his fellow-Boers, including those who have just had so sweeping a victory in the South African elections.

The answer to this question is, I believe that Smuts was not a racialist he would not have approved or supported the policies now prevailing in South Africa. But he knew how most of the Boers feel about the natives of South Africa, and he had to work with it. His idea was that the breach between the British and the Boers in South Africa had to be healed before the solution of the problem of relations with the native peoples of South Africa could be reached. Sir Keith Hancock who knows more about Smuts than any other historian says definitely that Smuts was not a racialist; that the idea of the innate superiority of one race to another is clean contrary both to his Holist philosophy and to his support for the Commonwealth of Nations, the League of Nations and the United Nations Organization. Why then did he compromise with the racialist Boers? Because he had to; because he knew that the march towards brotherhood of man in South Africa would have to be a very slow march.

#### 3. Summary of Qualities.

There is just one point in this section on which I would like to comment -

"39. If it were not for his inability to delegate his lack of understanding of others' points of view, his tactlessness and ill-nature, he undoubtedly would have figured as popularly in South Africa as he did in the world scene."

Here I must register profound disagreement. No doubt Smuts had his faults and his weaknesses. But even if he had been that impossible thing, the man with no blemish in him, I do not believe that he would have been popular in South Africa.

The way of the liberal is necessarily a hard one in a situation when there are deep divisions in society. He is caught between two fires - Smuts was too sympathetic to the British for the Boers ever to trust him wholly; and he was too much of a Boer to be intelligible or likeable to the British in South Africa.

My point here is just this. I think that Syndicate, in considering the strong dislike of Smuts felt in South Africa, puts far too much stress on Smuts' personal shortcomings, and far too little on the appalling difficulties in the way of statesmanship in South Africa.

#### CONFIDENTIAL

SESSION 2

Bio. 1 Report: Syndicate

#### FIRST BIOGRAPHIES

Chairman:

Secretary:

#### JAN CHRISTIAN SMUTS

#### INTRODUCTION

This report is presented in 3 parts in an endeavour to give the reader a full appreciation of Jan C. Smuts, the things for which he is remembered and qualities worth noting by those bearing responsibility today.

Part 1 Chronological account

Part 2 His influence in South Africa, the Common-wealth and the World.

Part 3 Summary of qualities.

#### PART 1 CHRONOLOGICAL ACCOUNT

- 1. In 1870 the diamonds of Kimberley brought to South Africa the strife and ferment of growth. In this year also, in Cape Colony Smuts was born.
- 2. He was brought up in comfortable circumstances in a strict religious atmosphere and until he went to school at the age of 12, had had little contact with influences outside his own family. He was undoubtedly influenced by the liberal outlook of his father who though of Dutch descent could not understand the bitterness of the Dutch against the English.
- 3. He absorbed learning readily and graduated in Science and Literature from Victoria College, won a scholarship to Cambridge where he was a brilliant student and graduated in Law in 1894.
- 4. His law practice which he set pu upon his return was not a success, due to his aloofness and inability to mix. This forced him to secure additional work recording Parliamentary debates which brought him in contact with Rhodes' movement to unify South Africa. As a result of Rhodes' duplicity in the Jameson raid of 1896 Smuts renounced his British nationality, became a Republican and went to the Transvaal, where he became State Attorney under Kruger in 1894.
- 5. During the Boer War he became a guerilla leader and proved a fearless, resourceful, and sometimes ruthless campaigner. He was given supreme command of the Boer forces in 1901. His last act in the Boer War was the siege of

, professional and the

- O'okiep in 1902, and later in that year took part in the peace negotiations with Kitchener which terminated the War.
- 6. He took a leading part in the negotiations which resulted in self-government for the Transvaal in 1906. The following year Botha and Smuts won the first election under self-government.
- 7. When in 1914 war broke out, Smuts came down on the side of England, rebellion supported by German South West Africa broke out. Botha took control in the field, leaving the organisation of new forces and supplies to Smuts who kept his hand on everything himself, making his decisions quickly, decisively, and regardless of persons.
- 8. In 1915 his work at the Treasury came under criticism and investigation showed he had not displayed much interest in its day to day working. Detail irritated him. He had the genius for big bold ideas and had not been interested in Treasury administration.
- 9. In 1916 Smuts was given command of the forces detailed to conquer German East Africa and in practical fact achieved this aim. His conduct of the campaign was subject however to a court inquiry. This was Smuts' last active assignment in the field. Despite this he was called to London to join the Imperial War Conference and made much of as the General in charge of the forces which won the first allied victory against the Germans. He joined the War Cabinet where he had considerable influence. In addition to a number of other notable assignments he reorganised the Air Force, and air defence of London.
- 10. At the end of the war he resigned from the War Cabinet to prepare for the peace Conference and the formation of the League of Nations, the conception of which fitted in with his philosophy that small units keep closely uniting, (the four Colonies becoming the Union of South Africa, South Africa with England, the Dominions and Colonies uniting into a Commonwealth of nations). He returned to South Africa in 1919, and became Prime Minister after the death of Botha. Unemployment resulted in strikes which he ruthlessly put down by use of force, resulting in the death of hundreds and an enquiry by the League of Nations.
- 11. Opposition to him increased and he was defeated by Hertzog in the 1924 election. His lack of understanding in the handling of people perhaps because of pride and arrogance, contributed to his defeat, yet by joining in coalition with Hertzog in 1933 he showed himself prepared to forgive years of political and personal insults in order to keep faith with his ideal, "A United South Africa".
- 12. When in 1939 the South African Assembly adopted Smuts' policy of support for England, Hertzog resigned and Smuts formed a Government. He became supreme commander of the Union defence forces in 1940, was made Field Marshall in 1941, being the first dominion soldier to hold this rank, and in 1947 received the Order of Merit from George the Sixth. Smuts was defeated in the elections of 1948, and died in 1950.

- 13. The history of modern South Africa is the story of Jan Christian Smuts, and his battling with his enemies to achieve his objectives.
- 14. He made his first important political speech in 1895, in which he defined the fundamental problem of the white man in South Africa, which broadly was that democracy as practised in Europe was inapplicable to the colored races of Africa. The dominating problems were the consolidation of the white race into one nationality and the relation of the white to the colored races. He insisted that there must first be unity amongst the whites, and then a joint effort to discipline the native to something worthy of civilization.
- 15. Smuts emerged politically at the age of 28 as State Attorney under Kruger and quickly displayed in politics marked ability and a liking for quick decisive action. He came into conflict with many of Kruger's officials because of the bribery and corruption with which they were associated and which he was determined to eradicate.
- 16. In the Boer War he proved to be a tough and resource-ful campaigner. His service in the field was for about seven months, and he is best remembered for his raid into the Cape Province with a guerilla band of only three hundred men, with which he tied down many thousands of English troops.
- 17. The official British history states there was scarcely a more impressive feat of daring perseverance than the ride of Smuts from Transvaal through the Orange Free State.
- 18. Following the Boer defeat, Smuts became convinced that self-government for South Africa within the British Empire, was the only solution to the South African problem and commenced negotiations with the Prime Minister of England, which resulted in the drawing up of a constitution, giving the Transvaal self-government. This was the first step towards the unification of the four provinces by the Union Act of 1910.
- 19. In the evolution of South Africa as a nation he played a very considerable part although he only held office as Prime Minister for two periods. The first from 1920/1924, and the second from 1939/1948. During both these periods he faced a deteriorating political position, but even allowing for difficult circumstances, it appears that as a political leader he was not markedly successful. The most remarkable aspect of his influence in South Africa is that he apparently achieved most as second in command. From this it can be deduced that he had a particular type of brilliance which could conceive ideas, but which needed the ability of perhaps a more practical type to carry the idea into effect.
- 20. He had to contend with and was affected by the hostility shown towards him from many sections of the community. Much of the hostility could have been caused by his unswerving devotion to duty as he saw it, and the implementing of decisions reached without consultation or explanation, or regard for personalities.
- 21. When Hertzog brought before Parliament native bills in which the vote no longer represented an equal rights privilege Smuts accepted a compromise, which gave the natives a vote on a separate roll with representation in Parliament by a special body of three Europeans.

22. On the broad political scene of South Africa, Smuts must be regarded as a man who applied himself to the cause of setting up a Union of South Africa. In his devotion to this cause he was called to make many sacrifices, all of which he made as being necessary to achieve the goal he had set.

#### HIS INFLUENCES IN THE BRITISH COMMONWEALTH

- 23. Smuts'influence in the British Commonwealth may be considered in three main spheres. The part he played in establishing the Union of South Africa as a dominion, his part in deciding that South Africa should take part and share its responsibilities in the two world wars, and the part he played in Commonwealth Councils. In all these roles he had a significant influence on the growth and development of the Commonwealth.
- 24. In 1917 he was invited to take part in the Imperial Conferences, became a member of the Imperial War Cabinet, and the only dominion statesman in the British War Cabinet. As a former enemy his proclamation of a modern conception of Empire made a profound impression on the British public, and its political leaders.
- 25. The dominion of South Africa made three outstanding contributions to the Second World War. It gave Smuts, helped to drive the Germans and Italians from North Africa, and by standing by the Allies when the war began, prevented damage to the morale of the Empire.
- 26. After the war Smuts took part in the negotiations with the Irish, out of which the Irish Free State was born as a Dominion.
- 27. Whilst Smuts was not in office at the time of the 1926 Imperial Conference, where the present constitutional relationship of the dominions was defined and eventually embodied in the statute of Westminster of 1931, his earlier ideas expounded as far back as 1917 were registered in it. In 1934 he piloted through Parliament the Status Act which formally ratified the Statute of Westminster in South Africa. In the Second World War he was again a leading figure in Imperial Councils visiting England on four separate occasions, on the last one taking a leading part in framing the Commonwealth attitude to the peace objectives, and to the founding of the United Nations.
- 28. Smuts influence in the Commonwealth highlights his visionary qualities which unfortunately were not always consistent with hard realities.

#### WORLD INFLUENCE

29. Smuts' contribution in International affairs is linked closely with the part the British Empire has played following the victories in two World Wars. He, it has been said was essentially an idealist, who kept in front of him a Utopian dream, of uniting the ruling nations of the world, into a body which could work for the common good of mankind, with the white races remaining dominant. He persistently pursued this aim through the successive spheres of his activities, following the philosophy which he expounded in his "Holism and Evolution".

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- It is in the broad field of world politics that Smuts achieved his most notable successes, and received the greatest acclaim. It gave him greater opportunities to display his genius to conceive the big bold ideas and to look far ahead, leaving to others the work of supplying the detail of how such visionary plans could be put into effect.
- Combined with his visionary idealism, were the qualities which had enabled him to overcome the adversity of defeat in both military and civil combats. . His logical reasoning, persistence, profound knowledge of facts of international law and history, experience in war and politics made him an invaluable Councillor in times of international crisis.
- Smuts entry into the world scene during the 1914-18 War gave him the opportunity to round off the statesmanship which he had acquired during his part in the formation of the Union of South Africa, it also enabled him to expound his ideas of the League of Nations, and its relationship with the British Commonwealth.
- 33. He believed that the League was the most important decision before the Peace Conference, and it was Smuts' influence and advice which resulted in the covenant of the League. He undertook considerable work in connection with the formation of the League of Nations, the conception of which fitted his philosophy that small units keep uniting into bigger units.
- The extent of his influence on the World can only be judged in relation to the effect of the United Nations Organisation, the successor to Smuts original conception of the League of Nations. (Smuts' original proposals advocated support by force for the League's decisions).
- At the initial United Nations Organisation Conference Smuts had a standing in the diplomatic World, unrivalled by any in intellectual attributes and unsurpassed in experience.
- 36. Smuts as President of the General Assembly impressed the delegates with his kind and pleasant manner which he had developed in the later years of his life, but behind which however there remained that firm resolve to reach his objective.

#### PART 3 SUMMARY OF QUALITIES

- Looking back over the period of Smuts' life, certain qualities of strength and weakness are evident and those factors giving some evidence of this have been cutlined in the story of his life as detailed in the first part of this report.
- The qualities worth noting by those bearing responsibility today are set out below.
  - The genius to conceive the big and the bold, and to look and plan ahead.

Honesty of purpose.

- The placing of one's own ambitions second place to the good of the cause.
- Energy and capacity for sustained effort. Clarity of thought and expression.

Attention to the overall needs of an undertaking or objective.

- 39. If it were not for his inability to delegate, his lack of understanding of others' point of view, his tactlessness and ill-nature, he undoubtedly would have figured as popularly in South Africa as he did in the World scene.
- 40. In every age there are a few men who rise above being merely great among their own countrymen, and become towering International figures. Jan Christian Smuts was one of those, and he leapt to fame when he led the commando of 300 men into Cape Colony. The coup failed, but he returned with the status of a soldier and national leader. The two World Wars in which he took such a distinguished part brought him into conflict with thousands his enemies were jealous of his successes as a World Statesman in the two periods of reconstruction, and accused him of neglecting South Africa in pursuit of notoriety abroad, and of being a tool of British Imperialism.
- 41. He was defeated in the 1948 election which was fought on complex domestic, and racial issues. He died two years later at the age of 80, asserting to the end, his faith in the future of a United South Africa, which would play an increasing role in the Commonwealth and the world.
- 42. The following cable to Mrs. Smuts from Prime Minister Attlee on receiving news of his death is a worthy tribute.

"He was not only the devoted lover of his Country and a friend of inestimable value to Britain and the Commonweal th, but in his large heart there was a place for all humanity. His great contribution to the United Nations is but one example of his breadth of view of world statements. He was a man of most various accomplishments - soldier - philosopher and statesman".

#### APPENDIX I

SPECIMEN REPORTS FROM
SYNDICATES ON THEIR
BIOGRAPHICAL SUBJECT

THE AUSTRALIAN ADMINISTRATIVE
STAFF COLLEGE, MOUNT ELIZA

With respect to the Biographies at the Australian Administrative Staff College, Mount Eliza, this Appendix includes the following syndicate reports on their biographical subject:

| SUBJECT                | SESSION | YEAR | PAGE NO. |
|------------------------|---------|------|----------|
| Roosevelt              | 1       | 1957 | 212      |
|                        | 7       | 1960 | 218      |
|                        | 23      | 1965 | 223      |
|                        | 67      | 1980 | 230      |
| Macquarie <sup>1</sup> | 1       | 1957 | 237      |
|                        | 8       | 1960 | 242      |
|                        | 23      | 1965 | 249      |
|                        | 39      | 1970 | 255      |
|                        | 69      | 1980 | 261      |
| Monash                 | 53      | 1975 | 268      |
|                        | 67      | 1980 | 275      |

This set of reports reflects the sampling carried out during the fieldwork which is described in the "Introduction", and illustrates the nature of some of the problems discussed in Chapter Three together with the extent to which the remedies applied toward resolving these problems were successful.

At the request of the College, the syndicate identification and the names of the respective Chairmen and Secretaries have been expunged.

Note that a further report on Macquarie (from Session 54, 1975) is included in Appendix E.

#### CONFIDENTIAL

SESSION I

Bio I. Report Syndicate

#### FIRST BIOGRAPHIES

Chairman:

Secretary:

#### FRANKLIN DELANO ROOSEVELT

#### PART I

#### Introduction

1. Franklin Delano Roosevelt was born on 30th January, 1882. His father James Roosevelt was a wealthy landowner and an active member of the Democratic Party. He was a descendant of a conservative Dutch family and as a young man he travelled extensively in Europe where he learned to speak French and German fluently. He attended the exclusive school of Groton then the "blood royal" Harvard and on graduation proceeded to Columbia University, he then married, was admitted to the bar and subsequently practised law in New York.

#### PART II

#### An Assessment of his Career and Character

- 2. Franklin Delano Roosevelt was influenced by James Roosevelt his father, to devote his energies to a life of public service, and his mother also played a significant part in the building of his character. After the death of his father Franklin Delano Roosevelt then a relatively young man, came under the influence of his Uncle President Theodore Roosevelt. Theodore Roosevelt was a radical, who split the Republican Party and inspired his nephew with an interest in At the time Franklin Delano Roosevelt became politics. interested in politics the Democratic Party were also looking for a candidate to represent them in the Dutchess County and it was significant that they chose Franklin Delano Roosevelt who was subsequently nominated as a State Senator. At the time he elected to become a Democrat the Republican Party had been in power for 30 years. In this ituation he saw a charge, it appeared to be the opportunity he had been waiting In this .. ituation he saw a challfor and he accepted it against the advice of his dominant mother and a number of his influential political friends. Franklin Delano Roosevelt was elected as a State Senator, with a narrow majority and became the second Democrat to represent the Dutchess County in 56 years. The humanitarian teachings of his father and the radical influence of his uncle had a profound effect on his character.
- ovidence that, in his early political life was anathema to big business. There is also evidence that, in his early political life he did not follow in toto the Democratic party's political policy for we find him consistently opposing Tammany Hall control of the party. During his early political career he had built up a reputation for progressive and independent thinking. This is the first evidence we have that he was a leader with a creative and an independent mind and further that Tammany methods were not

- 4. In 1913 in spite of more attractive financial offers by Wilson, Franklin Delano Roosevelt chose the position of Assistant Secretary to the Navy. This may have been because of his inherent interest in ships but we consider that he knew the Americans were extreme isolationists and he saw the opportunity of building up the Navy on the pretence of protecting both the American shores. Secretary Daniels left much of the administration of the Navy to him. Right at the outset he got people on his side, cut "red tape" and ruthlessly pursued a policy which would enable him to overcome the inertia of the Navy. In this situation he showed foresight for he saw the possibility of World War I and in doing so took suitable action, against open opposition and built up the Navy into an effective fighting force. In doing this he demonstrated his courage in taking action on what was an unpopular issue. It was also the first occasion he had to sell an unpopular policy to the American people an art in which he later became a master. Subsequent events justified his action and marked him out as a man who was politically astute.
- 5. In 1918 he was in charge of the inspection of American Naval Forces in European waters and did much to promote co-operation with the British Admiralty. It was on this occasion that he came in close contact with Churchill for the first time. After the armistice was signed he was placed in charge of demobilisation in Europe. He discharged these duties efficiently and his administrative ability was demonstrated, for the first time, outside the United States of America.
- 6. In 1920 he obtained the Democratic nomination for Vice President. At this time the question of the League of Nations was a very live issue with the Americans who were generally against joining the League. Franklin Delano Hoosevelt however, in spite of this went against public opinion, and consistently maintained that the U.S. should join the League. At the election which followed his party was beaten on this issue. In this he showed honesty of purpose and rare courage, also giving further evidence that he was not prepared to compromise on issues of major importance.
- 7. In 1921 Franklin Delano Roosevelt was stricken with infantile paralysis which he partially overcame by careful exercise. His illness taught him patience and strengthened his character. He had time to reflect and develop his knowledge of the social and economic problems of America. His crippling illness showed he could bear suffering and disability without complaint. It made him more humane and he became an everyday figure to the Americans. However, in spite of this physical handicap he continued his business and civic activity and raised large sums of money for the Boy Scouts and other charitable organisations. It was during this time that he accepted nomination as Democratic candidate for the Governorship of New York, was elected and inaugurated in January, 1929. During his period of office he developed the idea of the St. Lawrence Waterway, strengthened the Public Service Commission and passed various pieces of social welfare legislation including an Old Age Pension Law.
- 8. The courage he demonstrated in overcoming polic and his determination to resume his life of public service may have left him with the thought that nothing was beyond his capability.
- 9. In 1932 Franklin Delano Roosevelt by sheer force of his personality united the discordant members of the Democratic party and he  $w_{\rm BS}$  subsequently nominated for Presidency. He

commenced his campaign with vigour travelling extensively and delivering some 200 speeches. He made effective use of popular demands for tariff reductions, farm relief and greater attention to the "forgotten man". It is interesting to note that during his campaign he enlisted the support of many influential progressive Republicans.

- 10. Roosevelt was elected President and assumed office on the 4th March, 1933. No political leader could have taken office in more difficult circumstances. Following the failure of many banks the economic life of the nation was almost at a standstill there being 10 15 millions people unemployed. Franklin Delano Roosevelt who consistently maintained through his life that "people mattered" was particularly suited to meet this situation and he vigourously proceeded to implement the progressive programme which he had announced in his policy speech. In his inaugural address he said "the only thing we have to fear is fear itself". In the short span of 100 days he took measures to reopen the banks, restore Federal Credit by abolishing waste, relieve distress by making Federal grants, create the Civilian Conservation Corps, stop foreclosures, reform the handling of investments and securities and commence a programme of public works. These emergency measures were closely followed by four far reaching steps.
  - (i) the Farm Helief Law
  - (ii) creation of the Tennessee Valley Authority
  - (iii) the passage of the National Recovery Act
  - (iv) the revaluation of the dollar.
- 11. It was during this period that he commenced his famous "fireside chats". This is a period when we see Roosevelt at his best. The times called for action, almost any action and in this situation he certainly was the man of the hour.
- 12. His humanity, creative force and vision were now becoming evident as was his rare ability to get things done in spite of difficulties. He was an outstanding orator with a down to earth approach that had a tremendous appeal to the common man.
- 13. In November, 1936 he was re-elected for his second time as President with the most sweeping victory in all American elections. His re-election was clear evidence of the emotional gratitude of the American people. He was sufficiently astute to make political capital out of this feeling. In the years following his election there was an intensifying demand for neutrality and non-intervention in the European situation. All efforts to prepare the U.S. for war were often decried as warmongering. However, during the latter part of his period of Presidency he was able to develop among the Americans a sympathy for the allies but nevertheless there was always present a clear indication that they wanted to avoid hestilities. There was international unrest, Japan had invaded China, Italy Abyssina, the Spanish Revolution was in progress and Germany had invaded a number of countries. Franklin Delano Roosevelt urged peace in many speeches and writings to heads of States and prominent people urging that differences should be settled by conferences.
- 14. During this period he wrote to Hitler, Mussolini, King George VI, Chamberlain, Churchill and the Pope. He also kept in touch with his ambassadors in foreign countries by informing them of the action he had taken.

- 15. Franklin Delano hoosevelt advised the axis powers indirectly of where the U.S. sympathy lay. He sent the U.S. fleet to Singapore, entertained King George VI in Washington, increased the size of the U.S. Navy, repealed the arms embargo, supported the policy of quarantine for agressors and offered asylum for refugees from invaded countries.
- 16. He took steps to prepare the U.S. for war by warning the American people that they could not hope to stay out of a general war. He built up the U.S. force, trained the first conscript army in peace time. He appointed the most able men to head essential departments irrespective of their political beliefs. In all of this he was in advance of public opinion in his own country. He assisted the allies by putting through the destroyer deal and developed the concept of lend-lease. Here is further evidence of his ability to handle people for despite their historic isolationist outlook his steady but unrelenting preparation placed the U.S. in a state of readiness for war when it came.
- 17. By the end of 1940 Franklin Delano Rossevelt had created the situation where the U.S. was a non belligarent ally of Great Britain. In all this despite political danger to himself he operated just within the law to help the allies in a cause of whose rightness he was convinced. It is worthy of note that in the difficult period of 1936-40 he kept himself and his assistants well informed and methodically prepared the U.S. for war. He had complete confidence in himself and had the courage to maintain his point of view in the face of opposition. He was firm and did not hesitate to point out to anyone at all what he considered to be major errors of judgment. At the same time he appeared to have been somewhat naive in expecting opponents not to stand against him in the Presidential elections during 1940.
- 18. Franklin Delano Roosevelt was re-elected President in November, 1940. On his return from a Caribbean cruise he enunciated his historic speech on the theme that no war has ever been lost through lack of money. He then signified his intention to eliminate the "dellar sign" when in terms of his homely analogy "suppose my neighbour's house catches fire and I have a length of garden hose...." he proposed to make America "the arsenal of democracy" by means of lend-lease.
- 19. The attack by the Japanese on Pearl Harbour in December, 1941 precipitated the entry of the U.S. into the war. At this point in time, the U.S. was already partially prepared for war. Because of Bocsevelt's earlier preparations the American people were now brought together in a way that was instant, unanimous and certain.
- 20. His conference with Churchill at their Atlantic meeting in August, 1941, at Casablanca in January, 1945, in Washington December, 1941, and January, 1942 and again in company with Stalin at Teheran, November, 1943 and Yalta, February, 1945 show his greatness as the Chief Executive of the U.S. No leader could have performed the tasks he did unless his people trust and are prepared to follow him.
- 21. The war years brought to the surface Franklin Delino Roosevelt's best qualities he concentrated all his energies to the winning of the war, he delegated authority and through his creative genius guided world opinion towards his hope of lasting peace. We see him as a consummate politician and a statesman of rare quality,

- 22. We have in Part 2 attempted to give "Some assessment of the career and character of Franklin Delano Roosevelt as seen in the circumstances of his own times". Now we wish to "emphasise any aspects admirable or otherwise which we consider worth noting by those who bear responsibility today".
- 23. He believed that a leader should be creative, should gather around him a team whom he could trust, and who trusted him. His aim was to make his purpose plain and objective clear, and then allow them to have complete authority to use their own initiative.
- 24. This aspect of his life was amply displayed in the two greatest achievements of his career, the creation of the New Deal which lifted the American people out of the depression and his leadership in World War II which made U.S.A. the greatest combined sea, land and air power the world had ever seen.
- 25. Those bearing responsibility today may well learn the great lesson that those at the top must not be cluttered up with the detail of day to day management, but must be free to creato and take a wide view of the overall situation. Too often today we see those at the top having their scope and their powers of creation limited through preoccupation with details.
- 26. Franklin Delant Roosevelt clearly taught the lesson of trusting people whom we place in authority under us, and if they betray our trust, of replacing them. This concept was not out of step with his intense humanitarianism for he was one of the greatest humanitarians ever to grace the U.S. Presidency. It was in keeping with his guiding principle that the whole was so much more important than the part, and that time did not permit a leader to werry about detail.
- 27. One aspect of his character which was not entirely admirable was his intense self satisfaction; this was not really evident until the later days of his life but having led the U.S. with such success for almost 12 years he had come to the conviction by Yalta that he could hold sway anywhere and with anyone. Here we feel he made his greatest mistake, all the techniques he had used in the past for success failed, he was ageing through illness and his judgment was suffering.
- 28. Lessons to learn from this are that top administrators should have some humility, be self critical and not reluctant to step down from office while still fully ablo.
- 29. It has been said of Roosevelt that he knew, as Wilson did not know, that the American people learned by experience and not logic and that his own life was controlled not by logical analysis nor by an explicit moral code so much as by a consistancy of emotion and instinct, a study of his career amply supports these statements and those in responsibility today might well learn that to lead and get the best out of people they must first know people, know what motivates them, realise they have emotions and understand that these things really guide their lives much more than hard and fast logic.
- 30. We can now more clearly understand statements that Franklin Delano Roosevelt was two-faced. We submit that he had a basic integrity, that he set distant goals and steered public opinion, towards these goals but at times it was difficult to see any consistency in the course being followed. This

veering from course was brought about by his intimate knowledge of the emotions and instincts of people and we might conclude that the achievement of any worthwhile goal necessarily involves a wise and careful examination of all approaches rather than risk floundering on the rocks of inflexible method and logic.

### PART 4

#### Conclusion

- 31. Franklin Delano Roosevelt died at the age of 63 on 12th April, 1945 after a lifetime of public services. He had his detractor but as Prof. Arthur Sehlesinger said "he rallied a nation broken and dispirited by depression, he led it successfully through the greatest war of our history. He left it morally strong and materially prosperous. He was not a worker of miracles. To demonstrate that he was not a deity is hardly to build up a case against his greatness as a democratic leader".
- 32. That he was great, judged only by what he did must have prompted Quentin Reynolds to say after the war "This enormous programme must have been thought out and planned by someone. Could it have been the President?"
- 33. Syndicate says "Yes, it was".

#### CONFIDENTIAL

SESSION 7

SYNDICATE

## FIRST BIOGRAPHIES

Chairman:

Secretary:

### FRANKLIN DELANO ROOSEVELT (1882-1945)

Franklin Delano Roosevelt was born on 30th January 1882, at the home of his parents at Hyle Park, in Dutchess County of New York State. His parents were quite wealthy and he led a sheltered early life being educated by governesses and tutors. As the result of frequent visits to Europe he became fluent in French and German and later took an interest in world affairs. At the age of fourteen, he was sent to Groton a select private school and from there he went on to Harvard. He was not an outstanding scholar or sportsman; his most significant achievement was being elected editor in chief of The Harvard newspaper "Crimson". His writings in this paper showed little interest outside Harvard, but even at this early stage he believed that leaders should be elected on the basis of ability rather than friendship.

While studying at Harvard he fell in love with his sixth cousin Anna Eleanor Roosevelt and in 1905 while he was attending Columbia Law School they were married. Her qualities of compassion and sensitivity added a new dimension to Roosevelt's social outlook.

In 1907 he passed the State law examinations and was admitted to the Bar. He joined a prominent New York law firm but it was clear that this work had little interest for him. He took an active interest in social and philanthropic matters and his contacts with his uncle Theodore Roosevelt, then Republican President, inspired him with an interest in politics. In 1910 the Dutchess County Democrats asked him to run as State Senator and Roosevelt accepted. Here was a challenge as well as a boost to his ego because the seat was traditionally Republican and F.D.R. came from the democrat branch of the family. Opinions differ whether he would have accepted if the Republicans had offered him the same opportunity.

Due to a vigorous compaign and a split in the Republican party he won the seat by a narrow majority. He immediately came into prominence by leading a small band of Democrats against the Tammany Hall (Party Headquarters) bosses candidate for U.S. Senator and hell out until a better candidate was selected. At the same time he learnt of the pressures and guiles of party politics and the effects of "bossism".

On the election of Woodrow Wilson as President F.D.R. was offered the choice of several posts in the National Administration but he accepted that of Assistant Secretary of the Navy in 1913, a position which he held until 1920.

During his office he took a leading part in Navy affairs and was responsible for converting useless navy yards into naval supply plants. This brought him into close contact with the workers. He was a leading advocate of the mine barrage between Norway and the Orkney Islands for submarine blockade being a keen student of naval strategy. He was also largely responsible for the fast submarine chasers, some 400 of which were built, and advocated preparations for war. In 1918 he was in charge of the inspection of naval forces in European waters and later was in charge of demobilisation and helped to dispose of surplus naval stores in Europe. The experience he gained during these years was reflected throughout his later life.

Accepting nomination for Vice President in 1920, he seconded Woodrow Wilson's support of the League of Nations, despite the fact that this was not popular and could assist in his defeat. This characteristic of adherence to principle in which he believed was a trait of F.D.R's which was reflected throughout his political career. The Democratic Party was defeated and F.D.R. returned to the practice of law.

In august 1921 he was stricken with poliomyelitis which almost proved fatal and from which he never fully regained the use of his legs. His long painful and disabling illness mellowed his character, gave him a new sense of tolerance. During his convalescence, he maintained his political and public associations, and in 1924 was instrumental in the election of the governor of New York. Reluctantly he accepted the nomination for Governor of New York in 1928 and was elected for two terms. His achievements were the passage of various laws on social welfare, notably an old age pension law.

During his second term he began to cast his eyes on his Presidential prospects and in 1932 he received the Democratic nomination for President. He at once began a nation wide campaign in which he was assisted by a "brains trust" led by Mooley a professor of public law who selected the best brains available. Because F.D.R. saw the Wall Street crash of 1929 as the end of an era, he became spokesnan for the doctrine that government had the duty to provide for its citizens in distress. F.D.R. campaigned on the promise of a "New Deal" that would give the American people relief from the economic troubles of the prevailing depression.

Between his election in November 1932 and his inauguration on 4th March 1933, F.D.R. refused to cooperate with the retiring President and his administration. The position of his opposition was weakened and the people and the Congress were conditioned to accept the far reaching legislation he proposed. The United States was in a state of economic collapse, and it was obvious that drastic action was necessary. Roosevelt was given emergency powers and he called congress together on 9/3/1933 and so began "The Hundred Days" which for daring Presidential leadership was unsurpassed in American History. He proceeded to present to Congress the acts which he thought were necessary to restore economic stability. The most important and far reaching of these were:-

- (1) The Banking Act
  Giving control over foreign exchange, the
  right to sequester all the gold in the country
  and power to close banks.
- (2) Agricultural Adjustment Administration
  To promote a rise in Agricultural prices by curtailing production and substitising crops.

- (3) Civilian Conservation Corps
  To provide work for youthful unemployed.
- (4) Tennessee Valley Authority
  To provide employment, cheap power, flood control and irrigation.
- (5) National Industrial Recovery act
  Designed to stimulate industrial recovery by
  eliminating unfair competition, improving working
  conditions and collective bargaining between
  labour and management.

These and other Acts became known as "The New Deal".

There is no doubt that some of the Acts of he New Deal were conceived hastily but for some time they were very effective. While some of these Acts seemed socialistic this was far from F.D.R's mind, what he hoped to achieve was a stronger democracy without destroying capitalism, and so set up a barrier against other systems. Basically he sought to throw purchasing power into the hands of the under-privileged and so increase demand, production and employment.

While busy with the administration of the New Deal, Roosevelt nevertheless continued to demand new social and economic measures, the most important of which was the Social Security Act of 1935 providing for unemployment compensation and old age insurance.

So popular and successful was The New Deal that Roosevelt was elected for a second term. The periodic testing of the major acts of the New Deal in the Supreme Court and the subsequent invalidation of all but the T .V.A. and the devaluation of gold led him to feel that the power of the Supreme Court should be reduced by amendment to the Constitution. A storm of protest swept the country and the bill had to be abandoned; this taught him a lesson that it is politically expedient to examine public opinion and wait until the public are ready or conditioned before presenting contentious legislation.

All this time the international situation had been worsening, F.D.R. understood the dangers of the regimes of Hitler and Mussolini and he tried to communicate to the people the dangers to personal freedoms and ideals He could also see that if war came his country would be involved but the feeling of the American people was predominately against participation in European wars.

It is quite clear that Roosevelt did not want war but when war did break out he was prepared to act. During the election campaign for his third term he exchanged 50 destroyers with Britain for naval bases in the western Atlantic without the prior approval of congress. A few days after the declaration of war in 1939 he warned the axis in a Fireside Chat which was one of his methods of keeping himself close to the people -that the U.S. could not be expected to be neutral in thought and declared a limited national emergency. A few weeks later the Neutrality Act was amended to enable the Allies to buy munitions. He set in motion many defensive measures and renovated the Navy and War departments putting Knox and Stinson, both Republicans, in charge. Thus largely reducing Republican opposition.

The first peacetime Conscription Act in American History was passed. The Lend Lease Bill was passed, Denmark gave permission for naval and military bases in Greenland, Iceland was occupied by U.S. forces. On 27/5/1941 Axis property in the U.S. was seized, Lend Lease was extended to the Soviet Union after it was attacked by Germany. The embargo on Japan was tightened, a convoy system was in operation in October 1941 and then on 7th December 1941 Japan attacked Pearl Harbour and the U.S. was at war. Gone was isolationism particularly when three days later Germany and Italy declared war on the United States.

By this time the country was geared for war production and F.D.R. selected a first class military team in Leahy Marshall King and Arnold and always gave his full support as Commander in Chief.

During his period the President spent less time on national matters and more on those international. He attended various international meetings.

In July 1941 Roosevelt and Churchill first met in mid-Atlantic and from this meeting came The Atlantic Charter and the Four Freedoms:- freedom of speech and expression, freedom of religion, freedom from want and freedom from fear.

At Casablanca came the announcement of the unconditional surrender formula and at this conference between Churchill and Roosevelt were formulated the basic strategy for the conduct of the war.

At Teheran he conferred with Churchill and Stalin the objects being, to consolidate the military efforts of the three powers, agree that the western Allies would invade France in 1944 and establish the Second Front.

At Yalta he again met Churchill and Stalin and between them they agreed to consolidate final plans for the defeat of Germany, arrange terms for Russian entry into the war against Japan and prepare policy on all matters relating to peace.

In view of the difficulty that F.D.R. had in 1920-21 in convincing the American people that they should join the League of Nations, in 1942 he began to sell to the Senate the idea of participation in the new world organisation for peace. This was an example of his far sighted policy and the fact that it was accepted while the nation was at war illustrates his astuteness as a leader.

Due to indifferent health F.D.R. did not want to run for a fourth term as President in 1944, but he felt obliged to because he had established himself as a great wartime leader and the progress of the war was at a critical stage. There is no doubt he could have refused, but the feeling that it was his duty to see the war through, had most to do with his acceptance although, egoism and a national feeling of indispensability also influenced him.

Early in 1945 it was obvious that F.D.R. was ageing rapidly due to the pressure of Presidential duties over the last twelve years. Efforts were made to get him to rest more but

these were not successful. 63 from cerebral haemorrhage.

Roosevelt's character was influenced, in the main, during three periods of his life, viz. childhood, his post as Assistant Secretary of the Navy and his illness. He was humane, honest, loyal, patient, courageous, far sighted and progressive and had great personal charm. On the other hand he had a most devious side to his nature which may at times be attributed to political expediency.

His humane qualities were shown by the social His honesty was never questioned. legislations he introduced. His long years of illness severely tested and proved his courage and patience.

Courage and far sightedness were illustrated by the many momentous decisions he made, notably, to go ahead with research into the atom bomb in 1939.

History will surely regard The New Deals as a turning point in the forward march of the United States, and Roosevelt's name will live as their father.

His progressiveness can be judged by the fact that he was receptive to new ideas.

His loyalty - sometimes misplaced - was demonstrated by his inability to dismiss his friends from office, even though he knew they were incompetent.

The devious side to his nature is illustrated by his ability -often politically sound - to shift from one set of policies to another, from economy to spending, from central planning to trustbusting, from party action to national action. However what appeared to be procrastination and deviousness, may have been political manoeuvre which may be necessary in politics, but which is most undesirable in the administration of private enterprise.

The aspects worth noting by those who bear responsibility today are:-

### **Favourable**

A great leader with a charming personality. A capacity to control and dominate in an emergency. Possessed great vision and was receptive to new ideas. Courage to make great decisions and stand by them. General ability to choose the right man for the job and use expert advice. Concern for the welfare of his fellow man. An able and effective speaker.

#### Unfavourable

Failure to train a successor. Often did not delegate authority clearly. Reluctance to dismiss associates from office. Idealistic to a fault.

All in all Franklin Delano Roosevelt had a complex character. He was a dutiful son, good husband and kind father, and a dedicated servant of the U.S. people. Nevertheless his political approach and misplaced idealism in international affairs may have imperilled the peace.

SESSION 23

SYNDICATE

## **BIOGRAPHIES**

Chairman:

Secretary:

### FRANKLIN DELANO ROOSEVELT

#### I. Introduction

Franklin Delano Roosevelt, thirty-second President of the United States of America, was descended from frugal Dutch stock. Born in 1882 to a solid family, not exceedingly wealthy, but sufficiently well off to belong to a tight community group which might be called the squirarchy. From his ancestry and background, we believe he inherited and acquired his characteristics, traits, ideals and principles.

#### II. Character Development

His father used to take him on long walks over the countryside, and imparted to him his definite ideas regarding education. He considered that essential lessons could be better learned from the conversation of intelligent people, and from a knowledge of the processes of nature. Before he was fifteen, he had travelled eight times to Europe, from which grew an affection of the British.

From his mother, he learned to be simple in language. She said: "The simpler the language you write and speak, the bigger the audience who will understand you". That he learned this lesson was shown in the simplicity of his phrasing, which had instant appeal to all sections of the community. It was said that often his speeches were of a clarity rarely equalled in the art of oratory.

At school, he was not a particularly good student, but possessed an excellent memory and intelligence was of a high order - alert, questioning, analytical. He was taught early in life not to accept the conclusions of anyone, however eminent, unless he understood how they were reached; never to state it was so unless he was prepared to say why it was so; and not to convince someone until he had fully convinced himself.

To this we attributed his thoroughness in handling an idea during his earlier election campaigns. His procedure was:

- (a) first he convinced himself that the idea was good;
- (b) then he talked it over with his wife who gave her views on whether it would do good, and with his political adviser who looked into whether it was practical politics; if they did not agree he would lay it aside and convince them later if he was himself still convinced;

(c) if both agreed, he sought confirmation by submitting the idea to experts. He sought advice of experts before acting on any matter of public importance.

When he entered Harvard and studied law, it was evidence of his submissiveness to the dominating nature of his mother. He might have developed from it his willingness to compromise.

As a boy he liked outdoor sports, and above all sailing. He accordingly wanted to enlist in the Navy, but his mother wanted him to study law. In college he earned the reputation of being arrogant, cocky, and lacking in humility. There was, however, a consensus that later all these faults were mostly eliminated by life, exposure, pain, punishment and his capacity to grow.

Another fault noticed in him in college was that of deviousness and lack of candour which apparently he never outlived. These same traits, however, proved of practical political value.

### III. Early Public Service Career

Roosevelt's inclination towards politics had its beginning in his campus activities as debater and orator, and was greatly influenced by his cousin, Theodore Roosevelt, whom he hero-worshipped.

His political career had an auspicious start when in 1910 he was nominated for State Senator of New York. The odds were heavily against him. The region was a Republican stronghold where no Democrat had been elected for thirty-two years. His friends advised him to reject the nomination for he had no chance, and not to start his career with a defeat.

The prospect of hard battle was too much for a fighter to resist. He accepted, but with reservation, saying, "I am pledged to no man; if elected, I will give my entire time serving the people". His independence of mind and ingrained solicitude for the common man were emerging. We found numerous instances in his career of his sincere dedication to public service. "The government is not the master but the creature of the people" was his theme.

His ambition and dedication to public duty occupied most of his time and made him neglect his family.

His magnetic personal qualities - handsome, impressive bearing, good and persuasive talker - were valuable assets in his campaign, but above all his understanding of people and their needs did him the most good.

Against advice, he campaigned on a car, which "contraption" the farmers disliked because it disturbed their animals. He used a broken-down automobile. Whenever the car broke down, the people broke into laughter and he would laugh with them. His ability to laugh at himself and his knowledge of farming captured the farmers' votes that gave him overwhelming triumph.

He loved people and understood their power only too well. When, as President, his own party was divided in its support, he would present his case directly to the people. Thus evolved his famous Fireside Chat. People felt that they knew him personally and that he was virtually present at every humble fireside. This close reciprocal contact with ordinary people was the basis of Roosevelt's greatness.

His first victory whetted his appetite for politics and made him highly ambitious, to the realization of which he had a knack for finding ways and means - resourcefulness.

To gain prominence in higher political circles, he asked that he make the nomination of Woodrow Wilson. He then campaigned actively, and was rewarded with an appointment as Assistant Secretary of the Navy.

In this position, he displayed some of his talents. As an organizer, he had the outstanding achievement, acknowledged by his opponents, of building the U.S. Navy, one of the largest in the world. He showed independence of action and readiness to accept responsibility in taking quick action called for by emergency. He sold to the French Government, U.S. naval installations in France at a much higher figure than anyone had expected. He arranged a system of collective bargaining in the settlement of wages, thus reducing the incidence of labour disputes.

#### IV. Illness and its Influence

A crippling malady - infantile paralysis - called forth further admirable qualities of the man. According to Churchill, to ninety-nine out of a hundred, such an affliction would have meant complete cessation of any form of public service. Roosevelt's indomitable spirit proved him the exceptional one in the hundred.

Even in misfortune, his concern for the less fortunate asserted itself. He bought the Warm Springs and made it into a non-profit institution for the benefit of polio victims.

Many viewed Roosevelt's illness as a blessing in disguise. It gave him strength and patience he did not have before; it afforded him time for reflection; it brought maturity to his hitherto vague ideas.

# V. Return to Public Service

This mellowing soon found expression and application in the public service, when he became Governor of New York. He instituted social reforms and gave out ethical standards for the public servant. In causing the dismissal of a New York Sheriff, a Tammany Hall protege, he said:

"Passive acquiescence by unthinking people in the actions of those who shrewdly turn to personal advantage the opportunities offered by public office is out of step with modern ideals of government and political morality."

In another Tammany Hall case involving the Mayor of New York City, Roosevelt exhibited unselfish disregard of personal interest, for his action meant certain loss of political support of influential party men.

Roosevelt's election as President of the United States in 1932 was admittedly no political feat at all, for the people were clamouring for a change. Anybody who ran against Hoover would have easily won. But the view was that his nomination by his party was a personal triumph, for he was at the beginning the weakest among the four aspirants. His shrewdness and astuteness in political manoeuvring spelled the difference. He was able to put to good use his unerring knowledge of people and their weaknesses.

His enemies would credit him with little political acumen in himself but with the good fortune of having wise advisers. The first was belied by the astute manner in which he conducted his first political campaign.

Recognizing his own lack of specialized knowledge and realizing the need for expert advice, he gathered about him men well informed in their own spheres, later known as the "Brains Trust". He, however, reserved all decisions to himself. He needed all brains available to raise his country from the most acute economic crisis it had ever experienced.

He worked with feverish speed and in less than three weeks of his first term he had stopped the banking panic and revolutionized the banking system; had beaten the powerful Veterans Lobby, the bane of three previous presidents; had reestablished federal credit on a firm foundation and had given the American people the first legal alcoholic drink in fourteen years.

These were followed by more bills in rapid succession benefit of the farmers, the provision of great power, water, sail
and forest conservation programmes, supervision of traffic in
investment securities, prevention of foreclosure of farm mortgages,
regulation of railroads, and federal control of the oil industry.

Special mention should be made of Roosevelt's most controversial piece of legislation, the National Recovery Act, which he introduced in June, 1933, designed to put the unemployed back to work, ensure the payment of a living wage, reduce the working hours, and inaugurate a vast programme of public works. When this Act was declared unconstitutional in 1935, Roosevelt assailed the justices for their narrow-mindedness and proceeded to secure the Supreme Court's enlargement so he could appoint liberal-minded men.

He was defeated in this, but he overcame this obstacle by introducing another bill allowing the retirement of justices on full salary, whereas the old law allowed only half-pay upon retirement.

From this episode, his enemies saw in him a dangerous lust for power. His supporters viewed it as firmness of determination to overcome all obstacles to his reform programme to give the common man justice and thus redeem his pledge to him of a new deal.

Of Roosevelt's first days of administration, the head of the U.S. Chamber of Commerce had this to say: "Never in the history of this nation has any government more courageously and fully attempted to deal with so many and such far-reaching problems." From the New York Times: "The President seized upon a wonderful opportunity in a way that was at once sagacious and dynamic."

#### VI. International Scene

When local affairs had achieved some measure of stability, the world situation, particularly in Europe, claimed Roosevelt's attention. As early as 1936, he foresaw the inevitability of war and proceeded with vigor to prepare his country. For this he was tagged a war-monger.

In retrospect, he was regarded as a man with discernment of the future that gave him a forward thinking about the grave European situation.

With characteristic vigor, he set about forestalling war. In 1937, he urged economic, not peace, conferences for he believed all ills of the world had their roots in economics. He proposed diplomatic exchanges on tariff, currency and credit, budgetary limitation of expenditures on armaments, to be followed by a World Power Conference to reach accord on all outstanding economic and trade agreements.

In 1938, he tried to arrange a summit conference, which was luke-warmly received by Chamberlain. The following year he sought to get Hitler and Mussolini to guarantee not to attempt further aggression for a period of ten years.

Roosevelt was not as successful in international dealings as he was at home.

America's economic situation in the late 1930's had not fully recovered. The European War solved the crisis and paved the way to his election for the third time.

Although he preached isolationism for political reasons, there was no doubt where his sympathies lay. He provided all possible assistance to the allies short of war.

With the bombing by Japan of Pearl Harbour, the United States was drawn into the war. Roosevelt took active participation in directing war efforts, including the decision to give priority of action against Germany.

Volumes of comments were made for and against his conduct in world affairs, particularly in the Yalta Conference. He was criticized as having been guilty of bad judgment of the Russians. He allowed himself to be convinced that the Russians would allow the peoples of Europe to have free elections in their governments. He would yield to Stalin whenever reasonable. It was to forestall the suspicious Russians from thinking that U.S. and Britain were in secret alliance.

After the Yalta Conference, his vitality sapped, Roosevelt retired to Warm Springs in March, 1945. On April 12th he was dead.

### VII. Conclusion

للمصارعة للمصارعات والمرادية والمستهورة والمنتهوم المحادثين

The whole world mourned Roosevelt's death, and heaped lavish praise on his greatness - the generosity of the living to the newly dead. But some latter day writers challenged his claim to greatness, criticized his conduct at home and abroad, belittled his achievements, and raised doubts on his wisdom, the praiseworthiness of his motives and the loftiness of his ideals.

In his political dealings, he had the tendency of setting people against each other, and was not above employing devious means to gain political support.

He was also known to be vindictive. He never forgave any colleagues who did not support him at all times. This is indicative of his liking to be liked and hating to be criticized.

He had a deep-seated belief in his ability which bred a self-confidence so high it bordered on vanity.

Roosevelt had that tremendous willpower characteristic of men who rise to heights of distinction.

As an administrator he used to delegate ambiguously which naturally gave rise to confusion and overlapping of authority, but resulted in his retaining the ultimate authority. His tendency to concentrate too much power in himself without adequate delegation caused him to neglect his family, and contributed to his untimely death - the price of power.

Owing to his great personal charm and persuasiveness, he had his way with people most of the time.

From his genuine liking of people arose much of his welfare legislation. We were impressed by his courage to overcome his crippling illness and resolute determination not to let it stand in his way. Much of America's prosperity today stems from measures introduced by Roosevelt.

He knew his limitations, and was therefore receptive to expert advice. His ability to surround himself with wise counsel was another quality of leadership worth noting.

As far as his handling of domestic affairs was concerned, we are of the opinion that Roosevelt was a great American, but in the field of international diplomacy, Roosevelt's lack of experience and naivete contributed to his misjudgment of Stalin and the Russian aim for world domination.

A leader should be endowed with high intelligence, stamina and capacity for hard work to meet the demands of his duties. He should have ambition, the drive necessary to get to the top, but coupled with unselfish dedication.

Bio.

He must have full confidence in his ability so that he may inspire faith and confidence, at the same time recognizing his own inadequacies, for no man has a monopoly of knowledge and ability. He should therefore enlist expert advice.

He must be capable of making decisions and taking quick action without shirking responsibility.

Commanding personality, magnetic charm, persuasiveness, keen perception, the common touch, and sincerity are also important qualities of popular leadership.

But mere possession of these is not enough. He must employ these resources wisely.

(2,500 words)

AC 67 BIOGRAPHIES SYNDICATE

Chairman:

Secretary:

### FRANKLIN DELANO ROOSEVELT

I never forget that I live in a house owned by all the American people and that I have been given their trust ... I want to be sure that neither battles nor burdens of office shall ever blind me to an intimate knowledge of the way the American people want to live and the simple purposes for which they put me here ...

Franklin Delano Roosevelt in a Fireside Chat of April 1938

## AIM

1944

1945

The aim of this report is to analyse some aspects of the career of Franklin Roosevelt and draw out the lessons they provide for managers.

## MAJOR EVENTS IN ROOSEVELT'S LIFE

Re-elected President.

Died at Warm Springs, Georgia USA.

Let us begin by listing the major events in the life of this great man:

| 1882 | Born at Hyde Park, New York USA, 30 January to Sarah and James Roosevelt (wealthy landowner). |
|------|---|
| 1900 | Enrolled at Harvard.  |
| 1905 | Married Eleanor Roosevelt, fifth cousin.  |
| 1910 | Elected to New York State Senate (Democratic Party).  |
| 1913 | Appointed Assistant Secretary for the Navy.   |
| 1921 | Contracted polio (infantile paralysis).   |
| 1928 | Elected Governor of New York State.   |
| 1930 | Re-elected Governor of New York State.  |
| 1932 | Elected President, United States of America.  |
| 1936 | Re-elected President.   |
| 1940 | Re-elected President (unprecedented third term).  |

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#### MANAGERIAL SKILLS

To assist in identifying aspects of Roosevelt's life which contain lessons for managers it is convenient to focus on three main areas:

- . His communicative and interpersonal skills.
- . His administrative ability; and
  - His leadership qualities.

#### COMMUNICATIVE AND INTERPERSONAL SKILLS

Roosevelt's close contact with ordinary people was the basis of his greatness. He interpreted problems in terms of their impact on individual human beings.

Roosevelt was the first President to make effective use of the radio, although it had been available to two previous Presidents. He quickly sensed its power and liked the medium because it brought him into personal contact with the individual listener.

He began the practice of radio reports when he was Governor of the State of New York not only to appeal directly to the people but also to describe fully the facts about legislation which were not always given in press reports.

He discussed frankly with his listeners social and personal problems which had never been so widely considered. These "Fireside Chats" as they became known enabled him to be virtually present at every humble fireside.

He had the gift of making his audience feel as though he were sitting in the room with them talking things over.

He chose wisely not to overdo his use of radio. He averaged only two or three Fireside Chats a year; these were in addition to his major addresses and political speeches carried on air.

Roosevelt's use of the media was not, of course, restricted to radio. The older means of communication, especially newspapers, were effectively employed as well.

Where his predecessors had looked upon the press conference as an unpleasant chore, Roosevelt seized upon it as an enjoyable and helpful method of enlightening and guiding public opinion. During his twelve years or so as President he held more than one thousand regular and special press conferences.

He had, without doubt, a lively feeling for journalism. This stemmed from his days at Harvard, where he was President of "Crimson" the undergraduate daily newspaper for which he wrote the majority of editorials.

Conscious of the power of his voice, Roosevelt placed great important upon the preparation of his speeches.

Bio Page 3 .

His advisers have described the numberless drafts, corrections and deletions that went into his major addresses. During World War II his words were very significant because he used them to stimulate the resolution of the American people so they met the challenges which faced them.

Roosevelt's speeches were sometimes criticized as lacking in style, compared with the grand manner of Churchill. However, Roosevelt's style was, perhaps, the most effective for his purposes in that it was simple, clear, intimate and persuasive. His skill and ease of conveying his thoughts was one of the most important sources of his success.

To Roosevelt's credit he realized that an individual could be an expert in only a few fields at the most. His technique as President, therefore, was to place himself at the centre of a far-reaching network of information.

This network consisted of many advisers and an unending stream of communication from people of all walks of life. The network was an indispensable supplement to his own general knowledge, personal observation and intuition.

He found, as Governor, that he could often learn what he needed to know quickly by "picking people's brains". Consequently, he drew regularly on certain individuals for particular kinds of advice.

It is important to note, however, that although Roosevelt relied heavily on experts (his so-called "Brains Trust") and called them in freely, he did not trust them without reservation. His method was to tell them the course he wished to follow and get their advice on how to chart it.

#### ADMINISTRATIVE ABILITY

In the seven years or so that he was Assistant Secretary for the Navy, Roosevelt made an enviable reputation for himself as an energetic

Soon after taking office he carried out a survey of the naval service and found much neglect and carelessness. He energetically went to work to restore the situation.

He visited every major naval yard in the nation and decided whether they should be improved, altered, or done away with. In order to keep the yards busy and make them self-supporting, he turned those that were suitable into industrial establishments. The government saved a huge sum of money by these arrangements and the yards became self-supporting, going concerns. Because of the efficiency of these projects Roosevelt became known as "The Economiser".

During his reorganization of the naval service he initiated an efficient method of purchasing supplies; changed the basis of promotion in the higher grades from semiority to merit; speeded-up the system of supplying ships in port; cut red tape; and even introduced a programme to teach sailors how to swim.

..../over

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As Governor he gave substantial attention to administrative detail and repeatedly stressed the importance of efficiency in government. He often held up the example of his State where over one hundred separate agencies had been consolidated into some twenty departments reporting to the Governor. He tried to make a similar overhaul of the federal administration when he was President but Congress baulked at giving him the necessary authority.

In assessing Roosevelt's service as President, most observers seem to agree that he was least successful in the role of administrator.

Even among his advisers there is admission that his philosophy and practice of administration left much to be desired.

The White House, in the heyday of the New Deal has been described as a "madhouse" or a "merry-go-round". During World War II there was grumbling about administrative procedures such as the absence of clear-cut lines of authority. However, much of this trouble is probably attributable to the difficulties of those times. How much was due to inadequacy on the part of Roosevelt himself is difficult to say.

However, his mode of administration was flexible. For example, he might accept the policy proposed by a subordinate, without change; he might restate a policy, leaving details to others; or he might approve a policy but order new details. The method depended upon his relationship to the subordinate and his confidence in him, the nature of the problem and his knowledge of it, and the elements of time and pressure that bore upon him. For Roosevelt, there was no cut-and-dried method of decision, no copybook rule for running the government of the United States.

In the words of one writer<sup>2</sup>, Roosevert had the rarest gift bestowed on man - he never worried. "When he went to bed, he went to sleep as quickly as a good child."

His administrative ability was reflected in his power to make decisions and then cease to worry about them.

#### LEADERSHIP QUALITIES

No ordinary man could make the imprint which Roosevelt left upon his nation and the world.

He was unquestionably a great war leader. He preserved a buoyant faith in the ultimate victory of World War II. His prestige was international.

The sense of loss when Roosevelt died was global<sup>3</sup>. He may have been the only statesman of his time (indeed of history) who was literally a WORLD leader. Ordinary people, whether European, African, Australian, Asian or American, felt he understood their problems and sympathized with them.

Roosevelt believed that the Presidency was not merely an administrative office. He saw it as pre-eminently a place of moral leadership which he endeavoured to give to his nation and the world.

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When he first entered politics he appeared to some people as being rather cold and aloof, but he soon developed an easy and understanding way with people. This was to bring him the support of millions who had never met him, but had seen, heard and followed him. At closer range it won for him the dedicated loyalty of thousands (inside and outside government) who helped him implement his programmes.

In 1928, one of Roosevelt's aides stated that when he first joined forces with him he had expected a somewhat indifferent, business-like relationship. But he said that as time went on, Roosevelt's warm, genial personality, his friendliness and cordial informality, drew him closer to his leader. The aide claimed that nearly everyone who worked intimately with Roosevelt had the same experience and liked working for him. Thus it is clear that Roosevelt had the ability to motivate people.

Considering the perilous times throughout Roosevelt's career, it is also clear that without a binding force of mutual trust and confidence, his team could not have functioned. It seems that his aims were accomplished through a far-flung group of sympathetic friends and associates who were his legs, arms, hands and eyes. The support, encouragement and devotion of these people invigorated his administration.

In addition to his ability to motivate people, Roosevelt had the ability to delegate to his subordinates. This is evidenced by the fact that during World War II he relied closely upon his military advisers in questions which affected strategy. He did not intervene in decisions made upon the battlefield once strategy was determined.

General George Marshall, Roosevelt's Army Chief of Staff, wrote that he cherished a feeling of the deepest gratitude for the confidence his leader expressed in him.

As all great leaders, Roosevelt knew that loyalty was a two-way street and that the leader must give to others what he expects of them. Edward  $\mathcal I$  Flynn, who was Roosevelt's Secretary of State when Roosevelt was Governor of New York, has testified that Roosevelt was exceedingly loyal to his friends and associates.

Of course, occasions arose when it proved impossible to maintain the desired principles of friendship. Roosevelt was reluctant to fire anyone, but sometimes had to. Situations of this kind pained him and he looked upon them as a matter of unhappy duty.

Patience, perseverance and tolerance Roosevelt considered as necessary virtues for a leader. He himself demonstrated imperturbable calm, under severe criticism, during a series of strikes in 1937. Also in the late 1930's he played a waiting game during the "great debate" over America's foreign policy when Hitler was on the warpath in Europe.

In matters of race, religion, nationality, social status and general differences of opinion Roosevelt was, reportedly, most tolerant. When he became irritated or embittered, it was usually because of personal attacks which he considered unfair or untruthful.

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It is often said that behind every great man there is always a woman. This was certainly true of Roosevelt.

As an only child, he was influenced greatly by his mother. She helped develop his sense of responsibility and obligation. However, his wife Eleanor was a tower of strength to him right throughout his career.

Eleanor was a very good person. Her mother died when she was very young and her father had a weakness for drink. Thus she had an unhappy childhood which gave her a quick sympathy with the distresses of others. This fortified the liberal instincts of her husband whose lifelong objective was to help make life better for the average man, woman and child. Thus they were a good match.

When in 1921 at the age of 39 Roosevelt was stricken with polio, Eleanor helped keep up her husband's political contacts. This she did on the advice of Louis Howe, a lifelong friend and adviser who had attached himself to Roosevelt with the sole ambition of one day making him President of the United States. Howe's aim was to keep the Roosevelt name before the people while Roosevelt was struggling against polio in the hope that he would recover and attain his ultimate goal of the Presidency.

Eleanor joined the Women's Division of the Democratic State Committee, where she formed many new and valuable friendships. She also became prominently identified with the League of Women Voters and the Women's Trade Union League. She was coached in public speaking.

Under Eleanor's loving care Roosevelt gradually regained his strength although he was never able to walk again without aid.

During his illness, Roosevelt displayed great courage. "You can't tell me a child's disease can lick a grown man," he said. "I'll beat this thing." He went on to become Governor of New York and then President of the United States.

In 1932 when he went to the White House, it was on a tide of popular approval. However, America was then in the throes of the Great Depression with some 10,000,000 people out of work. It was America's darkest hour and the people looked to Roosevelt for leadership.

His inaugural address inspired confidence and it was confidence more than anything else the people needed at that time.

The "New Deal" he introduced did not succeed in overcoming all the ills of the economic depression but Roosevelt did provide leadership and confidence.

Probably his powers of leadership reached their peak during the early part of World War II. Indeed, his lendership appeared to flourish in times of crisis. However, towards the end of the war he was a swiftly ageing man. He had lost weight and was tired. His judgement became impaired. He had spent all his physical capital and died only a few months after his re-election for a fourth term. Had it not been for the war he may have retired earlier.

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### CONCLUSION: LESSONS FOR MANAGERS

This Syndicate concludes that Roosevelt achieved success and greatness through his ability to communicate effectively with people. He had great powers of persuasion and had few rivals in the art of public speaking.

His lifelong objective was to help make things better for the average man, woman and child. We believe he achieved his objective. Moreover, he was loyal to the trust placed in him by the American people.

His primary virtue was courage, having shown real fortitude in illness.

Although he was not always considered a great administrator his mode of administration was flexible and he was honest and energetic in whatever task he tackled.

He provided outstanding national leadership and inspired confidence in times of peace and war. He had the ability to change from "human relator" to "task leader" as circumstances dictated.

Like many men in positions of power he stayed too long in office and his judgement became impaired as his health deteriorated.

Roosevelt's ability to make a decision and then cease to worry about it is a quality which all managers should try to develop in themselves.

(Approximately 2,200 words.)

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#### CONFIDENTIAL

SESSION I.

Bio. I. Report: Syndicate

#### FIRST BIOGRAPHIES

Chairman:

Secretary:

#### LACHLAN MACGUARIE

- 1. Lachlan Macquarie's claim to fame rests on his achievements during his term as Governor of the colony of New South Wales from 1809 to 1821. Therefore, while we have studied accounts of Macquarie's whole life, we have chosen the time of his Governorship as the period of prime importance in the attempt to discover why he became notable in his own day and memorable in ours.
- 2. Macquarie was appointed Governor of New South Wales at a critical time in the history of the colony. To appreciate fully the extent and importance of his achievements and the basis of the criticism directed at him, it is necessary to have regard to the situation in the colony upon his arrival and the circumstances in which he had to carry on his administration.
- 3. Each of the three Governors before him had tried to break the power of the colony's monopolists in their trading methods but had been defeated by vested interests which were too powerful. Hunter had been recalled, King had been relieved of his position at his own request and Bligh had been deposed by the "Rum Rebellion".
- 4. Prior to Macquarie's arrival in Sydney, Bligh had departed for Van Diemen's Land and the administration of the colony had been taken over by senior officers of the New South Wales Corps. Disorganisation was evident, agriculture was in a bad state, famine was threatening, public buildings were in decay, morals were poor, and public and private confidence were at a low ebb. The colony was a penal settlement in which were officers engaged in various trading rackets, free settlers, both rich and poor, and convicts all trying to raise their social status or improve their economic position. Such was the situation when Macquarie took up his task.
- 5. In Macquarie's time, the government of the colony was entirely in the hands of the Governor who was responsible only to the Colonial Secretary in England. Macquarie had autocratic powers of administration, and, while his use of these powers has been questioned, it is only right to observe that the powers were conferred on him by his instructions, derived from his position and emphasised to him by the Colonial Secretary.
- 6. The infrequency and unreliability of communications with England often necessitated the making of decisions by Macquarie on matters of major importance with the hope that the policy adopted by him would receive approval. Quite apart from the difficulty of communication arising from distance, Macquarie found that he could not always be certain that he would hear from the Colonial Office on those matters on which he sought a ruling. For example, in 1817, he noted that he

had not received replies from London to despatches about his right to pardon (1812); his evaluation of the new "holey" dollar coinage, (1813); his need for additional chaplains, his authority to build a factory for female convicts, the payment of William Cox for building the western road and the latter's appointment as Commandant at Bathurst.

- 7. To add to Macquarie's difficulties, there were conflicting views in England as to the real purpose of the colony, that is, whether it should be a penal settlement or whether it was to become a self-supporting colony of free settlers which would make a contribution to English trading interests.
- 8. Before Macquarie's appointment as Governor of New South Wales, the whole of his career, except for a break of three years on half pay, had been as an officer of the British Army. There is not much information about his early education, before he joined the Army at the age of 15, although it appears that he may have attended the Royal High School of Edinburgh.
- 9. In the  $\Lambda$ rmy, Macquarie was obviously trained in a hard school where he learned the principles of discipline and obedience and it is significant in relation to his term of office as Governor that he would have been accustomed by his army career to expect obedience from subordinates.
- 10. During his 30 years as a commissioned officer (which included service in a number of administrative army posts and service under experienced and capable governors and sonior army officers), Macquarie would no doubt have acquired valuable administrative experience, and would have become familiar with administrative procedures and the demands of paper work. His regard for records is exemplified by the meticulous way in which he detailed his activities and his impressions in his journal for many years from 1787 onwards.
- administration it is evident from contemporary accounts that he possessed many of the qualities of character and temperament which go to make up the successful administrator. He was conscientious, zealous and energetic, yet underlying these traits were the important qualities of humanity and urbanity. Even one of his enemies admitted that he was "humane, liberal and of the most courteous and gentlemanly manners". Yet he did not hesitate to show strength and determination when he thought the occasion warranted it: as witness his campaigns against marauding aborigines and bushrangers, and his censure of Samuel Marsden for daring "to investigate and take depositions respecting my public measures and administration as Governor of the Colony".
- 12. In relation to the accepted standards of his time, he was fundamentally honest. Certainly, during his period of service in India, he, like all of his fellow officers, saw nothing wrong in using his public position to augment his private fortune. This was not out of keeping with the ethics of the day. Even then he did not approve cheating and peculation. Apart from the suggestion of his critics that he erred in accepting a bequest of a quarter of Andrew Thompson's substantial estate, there is no evidence that during his term as Governor he used his official position to his own financial advantage. In fact, he did what he could to reduce the economic exploitation of the free-settlers and convicts of the colony by persons using their public office to further their own interests. One writer describes him as avaricious, but perhaps the worst that

- 13. It is also suggested by some that he was vain and egotistic but it must be remembered that army officers of this era were expected to show vanity and a nice sensitivity in matters of personal dignity. The charge of vanity is supported by the pomp and ceremony displayed on his tours of inspection in the colony.
- 14. Coming now more specifically to his attributes as an administrator we found that these were a reflection of his training, experience, character and temperament as these influenced his decisions and actions on the administration of the colony.
- 15. He possessed the ability to plan ahead and was regarded as a good organiser. He had a capacity for confining himself to the business in hand and for attention to detail. He was well aware of the value of orderliness and put this awareness into effect in a number of ways immediately on his arrival in the colony. Actions which illustrate this are: the improvement of moral standards and physical conditions, the initiation of building regulations and town planning ideas, the institution of quarterly returns of births and deaths and his own time-table for the despatch of business.
- 16. His attitude to subordinates was fair but it may be that he was far too trusting with people on first acquaintance and then found, in a number of instances, that his trust was not justified by subsequent events. As to his skill in choosing staff, there is some difference of opinion. One authority claims that he was affected in his appointments by personal liking and exercised the vice of favouritism in selection. Another claims that he showed skill in choosing men. It is apposite to note here that his secretary, Campbell, was both capable and loyal. There is general agreement that Macquarie leaned somewhat towards emancipists in appointments. This, of course, may have been forced upon him because these were the men from whom he could expect to have a better chance of receiving faithful service. In any case gratitude would probably encourage loyalty. Macquarie himself claimed that he chose the men best fitted for selection irrespective of their origin. It must not be overlooked of course that many of his senior officials were chosen for him by the Home Government and then largely on the basis of favour or connection.
- 17. Macquarie's leadership seems to have rested mainly on rank, and may have been assisted by the fact that, in contrast with previous Governors, he came from the same arm of the Services as most of his subordinates. It is evident that, on his arrival at the colony, he showed an understanding of the basis of leadership when he refused to take sides with any of the violently opposed factions in the aftermath of the "Rum Rebellion". Rather, he tried to forget the past except in so far as it affected his decisions on future policy. Further, he recognized that, if his aim to raise the general condition of the colony were to succeed, he would first have to build up the personal self respect of the colonists.
- 18. Co-ordination of the colony's affairs appears to have depended largely on Macquarie's personal attention, his energy and drive enabling him to cover a wide area of control. Perhaps the absence of delegation arose partly from his situation, and partly from the relatively small number of persons to whom he could delegate authority with confidence. Among specific instances of delegation recorded is the authority to William Cox to build the western road, which read: "I.... do hereby

- 19. Judged by his actions it appears that Macquarie was decisive, although one writer claims that he was apt to be uncertain in matters of principle: for example in his liquor policy; in his wavering from principles laid down by himself for the remission of convict sentences; and in permitting settlers to disregard the conditions of their land grants. This may have been merely a matter of enforcement, a point on which subsequent administrators have also fallen away. On the other hand, since Macquarie had the two-fold function of policy formulation and policy execution, he may have held the opinion that, where it suited the particular case, he could vary his own policy if he desired.
- 20. In the field of communications with the Colonial Office, Macquarie might have done more. He wrote copious and detailed despatches, but he was somewhat selective in the information which he included in those despatches. One thing is clear and that is that, while his enemies were sending back a stream of criticism to London, he did not pay sufficient attention to keeping the Colonial Office thoroughly informed of his personal justification until it was too late. In fairness to Macquarie, it must be observed that he probably did not realise that there was such a flow of criticism or the lengths to which his enemies would go in misrepresentation and falsehood to discredit him in the eyes of the English Government.
- 21. The extent of Macquarie's physical improvements in the colony is undisputed, for he left behind him lasting material evidence of his achievements. He was responsible for the erection of 250 public buildings, as well as schools, churches and hospitals. He extended and developed agriculture, opened up new areas of the colony by exploration, constructed roads and bridges, replanned Sydney's streets, provided for parks and instituted town planning schemes.
- In the social and economic fields, Macquarie's achievere just as notable. He found a military and penal ments were just as notable. He found a military a settlement and left behind him an extended colony. He improved the morals of the community and created an atmosphere in which the inhabitants could look forward to a reasonably ordered and stable existence. He developed education and health activities to the stage where, so far as the working classes were concerned, they were better in the colony than in Great Britain. He established a silver currency, a postal system, a market place with regulations for its control, harbour control and port regulations. One of his principal economic achievements was the establishment of the Bank of The establish-New South Wales, which flourishes to this day. ment of the Bank, incidentally, was one of those instances when Macquarie chose to disregard instructions. His judgment on this point has been well vindicated.
- 23. Admittedly some of the developments mentioned would have taken place, in any case, because of the inexerable pressure from social and economic forces which were changing conditions in the colony. For example, there was emerging a new generation of native-born Australians who thought of Australia as their home and who, unlike many earlier settlers, who aspired to make their fortunes and return to England, regarded it as in the natural course that they should look to Australia for their future. It is to Macquarie's credit that he identified himself with this new sentiment and with the people of Australia in a national sense. Despite the inevita-

bility of some of the developments, it is undoubtedly true that Macquarie created conditions which facilitated them and that the rate of progress was immensely speeded up under his administration.

- 24. Notwithstanding his achievements, Macquarie fell from favour with the Home Government. This may be attributed partly to the efforts of his enemies, who had gained the ear of the authorities at Home, and partly to the fact that he was out of touch with changes that had taken place in Government policy. Most of his enemies he had made by obstructing their economic ambitions in the colony. Some had become his opponents because, while not questioning his administrative ability, they disagreed with his policy. Still others resulted from the clash of personality.
- 25. Macquarie's lack of knowledge of the new Government policy was due, apart from remoteness, to an absence of a flow of full information as to political developments in Great Britain. Thought at Home, too, was out of touch with the new conditions in the colony. The blame for this situation rests partly on Macquarie and partly on the Colonial Office but must be attributed also to the circumstances of transport and communication of the times and to the fact that most information passed by written despatch.
- 26. It is hard to avoid the conclusion that Macquaric was sacrificed on the altar of political expediency. His reception on his return to England rathor supports this. Bathurst was gracious enough to grant him almost half an hour to report on his Governorship. Macquarie's long letter of defence against the charges made by Commissioner Bigge in his report on Macquarie's administration was not published by the Government until four years after Macquarie's death in 1824 and then only after great pressure from Macquarie's friends.
- There is much to be learned by the administrator from the history of Macquarie's Governorship but perhaps the most noteworthy lesson is the importance of developing and preserving adequate channels of communication. This had application not only to the links between Macquarie and the Colonial Secretary but also to those between Macquarie and his subordinates. Macquarie did make the effort to obtain the views of those beneath him (including convicts and colonists) but the marked difference in rank would have militated against the uninhibited flow of information and comment. Another matter worthy of comment is that it is not sufficient that an administrator be forward-looking, zealous and energetic. His plans should be capable of adaptation to meet changing circumstances. Perhaps Macquarie saw too clearly how he wished the colony to develop and could not easily accept the necessity for deviations from his plan as circumstances changed.
- 28. From our study of Macquarie's life and his achievements during his term as Governor, we conclude that he merits our admiration for what he succeeded in accomplishing in a comparatively short period under difficult circumstances and against the opposition of powerful and conflicting interests. We recognize his shortcomings but are satisfied that these were far outweighed by his many admirable qualities both as a man and as a holder of public office. We believe that he justly deserves to be called one of Australia's great men.

#### CONFIDENTIAL

SESSION 8

SYNDICATE

FIRST BIOGRAPHIES

Chairman:

Secretary:

LACHLAN MACQUARIE - (1761 - 1824)

"Macquarie was the prince of men! Australia's pride and joy We ne'er shall see his like again Here's to the old Viceroy!" (1)

### Introduction

Macquarie has been variously described as the father of the nation and as the last of the tyrants. The question which the syndicate has attempted to resolve is which of these descriptions is closer to the mark.

In order to place him in right perspective the settlement of Australia and the early years of the colony has been outlined in brief.

The settlement of the colony had its roots in the changing social and economic systems of the 18th Century. The Industrial Revolution had brought in its train great poverty to a large number of displaced workers and as a direct result of this poverty, crime had reached uncontrollable proportions. Penalties were cruel and severe and the gaols were overcrowded.

With the loss of the American colonies where convicts were being transported, plans were announced in Parliament for a number of convicts to be transported to australia. It seems that there was always some doubt what was actually intended by setting up a penal settlement which was to be selfsupporting. The history of the first twenty years is thus one of dismal reading, of incredible bungling and lack of real home support. The colony remained little more than a collection of hovels. A powerful group of ex-officers, arrogant, selfseeking and unprincipled, arose under the dynamic personality of John Macarthur and defied the Governors.

At least two governors saw some of the problems but without powers of enforcement, orders issued by the Governor were ignored and were thus abortive. The period after the Bligh Mutiny was probably the blackest. The colony retrogressed in all ways and the Governing authorities in England decided that a different type of Governor was needed. The first four Governors had been Naval Officers but the local military force, as explained above, dominated the colony.

It was thus that Lachlan Macquarie arrived in Australia where he found a settlement full of vice, corruption, prostitution, misery and poverty and without a proper system of laws and currency.

Appointment to Governorship was rather an accident of chance. He was originally to be Lieutenant Governor to Brigadier General Nightingall, but a change of mind on the part of that gentleman left the post vacant. After some lobbying amongst the many influential friends by Macquarie, the Colonial Office announced his appointment as Governor.

### Macquarie - The Man

What manner of man was this new governor? Born in 1761 on the Island of Ulva off the Scottish coast, of poor parents, there is little record of his early life. His nother's brother Maclaine of Lockbuy provided him with his education but it appears on Macquarie's own statement that he had little talent or inclination towards schooling. He entered the army in 1777 at the age of 16 and served continuously except for a break of 3 years on half pay. His service life was largely spent in India by preference and during this service he gained some administrative experience in various military appointments.

It has been claimed that Macquarie learnt from the Army habits of regularity, discipline and orderliness which later were features of his overnorship. He was undoubtedly well regarded by his superiors and it seems that he used his influential friends to advance his fortunes. They certainly were useful in securing his appointment as Governor. This latter course was not unusual in a period when patronage and nepotism were normal in securing social and career advancement.

He seems to have had driving ambitions to succeed, a possible memory of his earlier poverty, but in general he has been described as a typical army Officer of his day - "mercenary, stylish, vain, courteous and reasonably efficient".

There repeatedly appears a dualism in his character which is difficult to reconcile. Ambitious and vain and yet capable of deep affection and sentimentality. The death of his first wife after less than three years of marriage caused him to record "Since I cannot be happy in this cruel world, I shall endeavour to make others so". (2) He also wrote "I visited the sacred and venerated tomb of my late angelic and beloved wife and paid her adored memory the tribute of my tears". (3)

It is this conflict between the conventional picture of an officer of his times and his humanitarianism which makes a study of this man so interesting.

Although his career to the time of his appointment as governor indicates no special qualities other than those which would be expected in the average senior officer, there does appear to have been an innate honesty and courage which gave him strength of purpose.

## Macquarie - The Governor.

In his own words "I found a colony barely emerging from infantile imbecility - suffering from various privations and disabilities --- agriculture in a languishing state" (4)

His charter from the English Government had invested him with autocratic powers. He could proclaim martial law, pardon criminals and exercise sovereign powers in the punishment of crimes at sea. His economic powers were unlimited and he could make land grants. These general powers were the same as those held by other governors to that date but in addition Macquarie was charged with the direct task of further exploration, the securing of peace and security in the colony. He was also to seek more active cultivation of the land and better use of convict labour. He was, too, to uplift the moral and religious life of the settlement.

Macquarie interpreted his instructions on appointment as placing emphasis on the economic and moral welfare of his future community. It was this belief which tempered his whole approach in the administration of his charter.

The following records the major activities during his governorship -

### Exploration

The colony had been beset with the problem of feeding itself. It was thus necessary to open up the land. Macquarie was anxious to secure a balanced development and it was clear that survival of the colony depended on breaking the barrier of the mountains surrounding it. There is some doubt whether Macquarie encouraged the journey of Blaxland over the Blue Mountains as certainly Blaxland did not find much favour in the Governor's eyes. However there is no doubt it was the vision of Macquarie which capitalised on the discovery (although possible belatedly) and devised means of utilising it. Within a relatively short time, a road across the mountains had been commenced.

With subsequent settlement of the land around Bathurst the whole colony became exploration conscious. It expanded and was no longer a strip along the seacoast. The opening of the land was a strong force leading to the ultimate development of a free colony.

## Agriculture

Macquarie, possibly remembering his earlier Scottish life, aimed at the closer settlement of land. Whereas great tracts had been granted in the past to men who never intended to work the land, all grants during his governorship contained three special clauses. The first prohibited transfer or alienation for 5 years and the other two stated that certain proportions must be cleared and planted in this period. He considered that by this action, agriculture would flourish and the pressing food problems of the settlement would be resolved.

Pursuance of this policy brought him into conflict with the large landowners. Although he allowed them much larger grants, he was attacked because he would not comply with all their demands. Closer settlement also reduced the power of the wealthier settlers to exploit the less fortunate. Many unfair accusations were sent home against his administration in this field. Macquaric records that "the encouragement of this description of persons called gentlemen settlers by extraordinary concessions in their favour has not heretofore contributed to the advancement of agriculture in this colony." (5)

Not only however did Macquarie attempt to solve the food problem by closer settlement, he actively encouraged the small farmer to improve his methods of farming.

The success of his policy to make the colony self-supporting for food is indicated in the figures of tilled land.

In 1810 there were only 7615 acres under tillage whereas in 1821 the total had grown to 32,267.

### Roads and Public Buildings.

Despite the poor facilities available to him and a community largely formed of wrong-doors, Macquarie left a monumental array of new roads, bridges and buildings. He planned and designed the layout of Parramatta and give other towns, built schools and hospitals.

But here again selfish interests in the colony caused a critical outburst against his policies. The skilled labour used on public works, it was claimed, deprived the free settlers of the better convict labour.

Macquarie was also criticised for his public spending. In the first year of his governorship the rate of spending rose from £30,000 to £72,000 and in the second year to £100,000.

One public building in all this work appears to have been used more than any other in criticism of his judgment and administration. This was the Rum Hospital which was financed by the grant of a rum monopoly for a period of three years. In the colony, the traders saw this as an autocratic action against their own interests. Macquarie was reprimended by the Colonial Office for not consulting it and it was generally agreed that the contract was a bad thing. One alvantage which appears to have stemmed from the contract however is that the Home Office was compelled to see the need for a proper currency. The Rum Hospital marked the beginning of the end of the rum currency. Macquarie himself in justification of the initial contract recorded that it was "the first and shall also be the last of that nature which I shall enter into". (6)

On the credit side it must be recorded that by his shrewd negotiations, the government obtained a very cheap hospital which was to serve the colony for 50 years.

#### Currency Reform

As already indicated above, rum formed the basic backing to a system of barter and credit which was the Colony's financial system. Currency frauds and depreciations of promissory notes were rife and generally the situation was most unstable.

The way was thus ripe for the introduction of a stable currency and for opening a bank. Macquarie recommended in 1810 the formation of a bank and asked for provision of specia to stop the traffic in promissory notes. The Napoleonic War prevented its arrival, but in 1813, Macquarie had a consignment of Spanish Dollars punched in two to prevent their loss from the country. It was not until 1817 that Macquarie succeeded in overcoming difficulties and establishing the colonial bank.

Macquarie made an honest effort to settle the financial problem of the colony. He stamped out the evils of the rum currency, took steps to prevent forgery and fraud and lastly granted a charter to a bank which was to ensure the continued development of the commerce of the settlement. In all this he showed outstanding shrewdness and an understanding of the "limited liability" concept well in advance of current law of the day.

## Emancipation and the Convicts

In no other single phase of his twelve years of administration did Macquarie have stronger criticism. His humanitarian approach to both convicts and emancipists led, by 20 years, current thinking in this field. No evidence can be gathered other than that his approach was the result of personal conviction that such treatment would lead men back to normal life and that it was unjust for the stigma of their respective sentences to be endured for all time. He put forward every effort to break down the barrier between the emancipist and that part of the population which prided itself on being untainted.

Unfortunately for Macquarie, some of the men he selected from the emancipists lacked the basic qualities he attributed to them. Opposition to his policy and to these men sent Macquaric into an unreasoning rage and those who opposed him and suggested wiser council were dropped from favour.

Although his humane approach initially had the support of the home government, it was later withdrawn as it was thought that transportation no longer represented a severe enough penalty to wrongdoing in England.

His policy of appointing enancipists to public office including the Magistracy, was under fire but as Macquarie himself recorded in a letter to the investigator of his administration "A short experience showed me however that some of the most meritorious men -- willing to exert themselves in the public service, were men who had been convicts".

In a community which was predominantly qma mipist and convict and with a need to break the power of the large landholders and merchant class, Macquarie, we believe had little choice but to make appointments from the emancipist group.

It was claimed at the time that the Governor used his power unwisely in his emancipist policy but it is interesting to reflect on the 19th Century reaction and compare it with our modern concept of corrective treatment for criminals. These criticisms also ignore the practicalities of the colony where there were 1300 free settlers against approximately 15000 convicts and emancipists. The criticism really stemmed from those exclusives who saw the loss of cheap labour and an attack on their monopolistic rights in agriculture, trade and public office.

The situation called for a different approach from established practices - Macquarie provided these changes. For all the criticism no suspicion was even cast on his motives or integrity. He believed that he must improve the moral welfare and general economic standard of the community and his policy was always directed towards these ends. His actions led the emphasis away from a purely convict settlement to the foundation of a new nation.

### General

These then were his major accomplishments. There were many other activities to which he devoted his considerable energy. Reform of the legal system, introduction of postal services, more humane treatment of natives. He attempted, and certainly was successful, in reforming the morals of the colony. Licentiousness which was a blight on the colony at his arrival was largely stamped out, churches were built and attendance encouraged. No aspect of social welfare was ignored by this industrious impulsive and paternal autocrat.

And yet he made mistakes - The financing of rum hospital, misguided native policy and irregularities in the remission to convicts. If he erred in these he also achieved great results measured against his original charter and these without much practical support from the Home Government.

Towards the latter period of his office, with criticism nounting from home, he began to fear another Bligh episode. His health was failing and he was agoing. More and more he became the isolated autocrat. But we believe that this does not detract from the value of his work. He had little home support to help him against the biased criticisms of Bigge and influential citizens concerned with the retention of their own vested interests. He asked to be recalled from office, but his request was not granted.

There is little doubt that he left problems which were unresolved. But he had achieved much and had effected incredible economic advancement in a relatively short time. The colony had reached a general stability essential for its future advancement. It had moved from a penal colony towards naturity and the birth of a new nation.

Many critics have claimed that all he brought to the country was the energy of an honest, inpulsive and undistinguished man. The syndicate believes that such criticism fails to project itself into the social background of his period.

He did in fact achieve much of lasting value and his actions should be judged on the practical issues which faced him. He showed foresight in his decisions and in balance his achievements far outweigh his mistakes.

The present and future administrators could well examine his record noting the defects in his personality - inpulsiveness, vanity, temper and intolerance of criticism - but also recording his devotion to duty, courage, integrity, capacity, tenacity, energy and initiative. These latter qualities we believe Macquarie had in abundance and they comprise essential qualities for good administration in any period.

But most of all the humanity of his governorship is highlighted. As a prominent philosopher has recorded "he who has nost humanity is most a man, and is therefore best fitted to rule over other men". This quality Macquarie had to a high degree.

In conclusion we support our opening toast.

"Here's to the old Viceroy!!".

#### References

| ( | (1)     | "True Patriots All"           | Page 95.  |
|---|---------|-------------------------------|-----------|
| ( | (2)     | Ellis "Lachlan Macquarie"     | Page 90.  |
| ( | (3)     | Ellis "Lachlan Macquarie"     | Page 115. |
| ( | 1234567 | Travers "The Captain General" | Page 191. |
| ( | (5)     | Travers "The Captain General" | Page 111. |
| ( | (6)     | Ellis "Lachlan Macquarie"     | Page 275  |
| ( | (7)     | Palmer "National Portraits".  | Page 18.  |

#### CONFIDENTIAL

SESSION 23

SYNDICATE

#### **BIOGRAPHIES**

Chairman:

Secretary:

#### LACHLAN MACQUARIE

Macquarie was born in 1761 at Ulva in the Scottish Hebrides "where they breed dour, strenuous and determined men and women". His father was a poor farmer and died while Macquarie was still a boy, leaving his mother to provide a very meagre existence for him on a rented farm. As a poor landless member of the Scottish aristocracy, Macquarie had no future in Scotland, although his uncle Murdock Maclaine (a Scottish chieftain) gave him a good education at Edinburgh High School.

Lack of normal family environment in his early years appears to have made Macquarie independent as an adolescent. He joined the Army at the first opportunity when he turned fifteen, and was commissioned as an Ensign fifteen months later. His good education was perhaps less responsible for his promotion than influential relatives. He served in Canada and Jamaica until 1784 and, in the following three years whilst on half pay from the Army, attended lectures at Edinburgh University to further his education.

He rejoined the Army as a lieutenant in 1787 and went to India. He soon showed his flair for writing (his Journal being a major work) and finance, wherehe displayed some ingenuity as an Army paymaster, and displayed courage and leadership in battle. Promotion came to him as Captain at twenty-seven, Major at age thirty-two, and lieutenant colonel in 1800 at the age of thirty-nine. His service in India, Ceylon and Egypt gave him valuable experience in military administration. His writing, popularity, ability and the influence of friends secured for him during this period appointment as military secretary to the Governor of Bengal, and a term as Deputy Adjutant General in Egypt.

Macquarie returned to England in 1803 for health reasons and, although he tried desperately to avoid going back to India, on the grounds of ill health and pressing business commitments, he had to spend a further two years there on military service from 1805. When he returned to England he was given military duties in London where he mixed freely with society.

Whilst Macquarie was in London the Colonial Office was seeking a replacement for Bligh as Governor of New South Wales. Bligh had tried to suppress the "rum traffic" in which the local army unit - the New South Wales Corps - had a strong financial interest. The Corps which was composed of "riff raff" troops led by poorly disciplined officers, had through its leader, Commandant Johnson, deposed Bligh and taken charge of the colony.

Brigadier General Nightingall was chosen as Governor whilst Macquarie, who was to take his Regiment to New South Wales to help establish law and order, was appointed Lieutenant Governor. Macquarie was most displeased, as his new post was taking him from high society to a primative penal colony in an unexplored country. However, when Nightingall resigned before sailing because of ill health, Macquarie made a vigorous attempt to obtain the Governorship, as this would make his move to New South Wales more attractive to him. He succeeded mainly through his friendship with the Duke of York and Sir Arthur Wellesley.

It is interesting at this stage to consider the Character of this man who, at the age of forty-eight, was to govern New South Wales. He was a well disciplined and tenacious but humourless soldier with a singleness of purpose; an ambitious and conscientious man with boundless energy; a prolific writer tending to be vain and emotional though courteous, human and affectionate; and he had quite a flair for financial matters.

Macquarie was instructed to restore Bligh as Governor for twentyfour hours and then have him return to England; to arrest Commandant
Johnson and send him to England for trial; and to send the New South
Wales Corps back to England. His Commission and Instructions directed
him to:

- (a) Make the colony self-sufficient.
- (b) Prohibit the use of spirituous liquors and improve moral standards.
- (c) Break the power of the "old hands".
- (d) Release from imprisonment those people who had been wrongly imprisoned.
- (e) Emancipate those convicts who were "deserving of favours" and make land grants to them.
- (f) Build towns and churches and foster religion.
- (g) Build roads and make voyages of discovery.
- (h) Extend agriculture.
- (i) Control finance and commerce.
- (j) Provide educational facilities.
- (k) Extend friendly relations with the natives.

How he was to accomplish all of this was left to him.

When he arrived in Sydney late in December 1809, Macquarie "took quiet and peaceable possession of my Government here, and found the colony in a state of perfect tranquility notwithstanding the late disturbances on the arrest of Governor Bligh". Macquarie was faced with a

lot of immediate problems on which he could bring to bear his boundless energy, firmness, and talent for organization. The streets were narrow and bridges impassable, rubbish and filth were everywhere, immorality and drunkeness were rife. His first efforts were directed to rectifying this situation.

The central plank of his administration was to break the power of the "old hands" who had a virtual monopoly on trade in the colony. He set about forming a strong emancipist middle class, which would be loyal, and supply a moderate public opinion, to offset the excessive influence of the officer class. His efforts to bring the better of the emancipists into the social and professional life of the colony met with strong opposition from the officers and others who formed the top social structure (the exclusionists), and who would have nothing to do with this new social class. Their view was that emancipists were undesirable, and that social position was hard enough to maintain without this unwanted element. Macquarie persisted, and in doing so met with strong opposition from Samuel Marsden, Chief Justice Jeffrey Bent, Judge Advocate Ellis Bent, and others who wished to keep the emancipists in a state of suppression. Macquarie, who was first and foremost a soldier, was not tolerant of their opinions, and acted in the belief that his Commission gave him the unquestionable right to govern as he saw fit. Quarrels were inevitable. However, as the opposition view was biased against emancipists being treated as free settlers, it is difficult to see how Macquarie could have satisfied his opponents with anything short of complete capitulation on his policy on emancipation.

His building programme was spectacular - 250 public buildings, schools and churches were erected during his term. An emancipated architect, Francis Greenway, whose dignity of design remains expressed today in St. James church (Liverpool) and St. Matthews (Windsor), set badly needed standards for workmanship and materials. Here again Macquarie attracted some criticism for devoting more time to building than to agriculture, for not pruning building costs, and for the streak of vanity which led him to have his name carved on buildings erected. However, the towns of Penrith, Windsor, Wilberforce, Pitt Town and Castlereagh stand as evidence of his concern to build on high ground places where farmers could move for refuge in times of floods.

Macquarie worked vigorously to provide proper roads in and around Sydney. He it was who gave Sydney the form it has today. He built roads to Parramatta and elsewhere which, because of their high cost, were made turnpikes attracting a toll for useage. When Chief Justice Bent refused to pay toll on legal grounds, Macquarie unwisely tried to defend the charge as being legal. He was not successful, so he impulsively used his dictatorial powers to force payment of the toll. The result was increased enmity between him and Bent.

A pressing problem was to make the colony self-sufficient. Macquarie instituted an incentive system whereby farmers who built up their properties to full production were given further land. This scheme worked well. At the same time he had trouble with the wheat farmers who were operating a "wheat ring". To break their hold he imported wheat from Bengal, and introduced commodity price control. Although his controls benefited the community generally, wheat farmers were most irate at not being able to sell their produce at "scarcity market" prices in times of drought. With better planning, Macquarie could have built more granaries, and bought up produce in times of plenty to cover scarcity in bad years.

He was keenly interested in stabilising the financial system in the colony. Although for a time he was forced to rely on rum as currency, he later imported Spanish dollar coins which he made into the holey dollar and the dump. In 1817, he was so keen to have the bank of New South Wales operating, using one set of paper money that he took on himself the authority to sanction it, rather than to delay operations awaiting approval from England.

Exploration was given every encouragement. The names of Blaxland, Lawson, Wentworth, Hume, Oxley and Evans are well known for their association with opening up the country beyond the Blue Mountains and to the north and south of Sydney. Highways to Bathurst Goulburn and Port Macquarie followed.

Macquarie's interest in promoting education resulted in many private schools being opened in Sydney in his time, although some school buildings erected had far too few pupils to justify them.

It was unfortunate that, during this process of development, he incurred strong criticism for taking it on himself to grant pardons after a Supreme Court had been constituted. He also issued rum licenses, over the heads of magistrates, beyond the strict limits which he himself had firmly laid down.

Reaction to Macquarie in the Colonial Office was very favourable at first, but a gradual change began after he had been in office about three years. His lack of economy, and critical letters and reports on his actions sent to England, resulted in Macquarie being censured (sometimes unfairly) on many occasions. Although, because of this, he wanted to resign in 1815 and again in 1817, the Colonial Secretary would not accept his resignation. He explained to Macquarie that the government had every confidence in him. It had not intended to reflect on his character or intentions, but merely to comment on the rashness of some of his actions. However, when the criticism of Macquarie continued, and stories of the easy life of convicts in the colony reached the government, Commissioner Bigge was sent out in January 1819 to report on whether the colony was fulfilling its purpose as a penal settlement, and to make recommendations to Macquarie on any action he felt was necessary.

Although Bigge was junior in ranking to Macquarie, the latter was placed in the unenviable position of having to obtain specific exemption from the Prince Regent if he did not follow Bigge's recommendations. Bigge was not a good choice. He was steeped in the slave traditions of the West Indies, lacked administrative experience, and put a very narrow interpretation on his brief. As he was not in favour of emancipation or attractive buildings, wanted costs severely pruned, and saw no future for the colony, he and Macquarie often clashed violently. Macquarie was in poor health following a near fatal illness, tired from the constant quarrels, and upset by the criticism from the Colonial Office. He again asked to be allowed to resign. His resignation was accepted but because of the time factor in communications, he did not leave for England until February 1822, farewelled by "a great concourse of sorrowing colonists". His greatest regret was that he was not allowed by the Colonial Office to reply publicly to the charges made against him by Bigge. He was humiliated and unhappy, and lived in seclusion until his death in 1824.

There is no doubt that Macquarie's career as a soldier stood him in good stead generally as Governor of New South Wales. However, his background of military discipline would have contributed to some extent to the quarrels which eventuated between him and some of the leading citizens of the colony. The bitterness in these instances was to some extent caused by his imperious manner, impulsiveness, and autocratic outlook in demanding recognition of his absolute power as conferred upon him through his Commission and Instructions. It would, however, be unfair to judge him from the substance of letters of complaint written about him by Marsden, Jeffrey Bent and others, or from the report submitted by Bigge to the British Government. It does seem that Marsden, Jeffrey Bent and Bigge, in particular, were biased in their outlook, and their enmity was the more easily aroused because of this. Macquarie's quarrels with Marsden started with his desire to control the church as well as the people; his quarrels with Bent developed from his insistence on placing his authority above the law; his quarrels with Bigge stemmed from what was an almost untenable situation for Macquarie and Bigge's alignment with the exclusionists.

Macquarie was a devoted family man and had exceptional personal charm. He started off on good terms with everybody. However, when differences in opinion arose he lacked the ability to get alongside people to discuss a problem - he merely retreated behind his "divine right" and issued orders. Nevertheless, throughout his life he placed duty above all else, and maintained his singleness of purpose in following his vision of having Sydney become a great and flourishing city. In doing so he was often forced to rely completely on his own judgement, as those who would normally have been his advisers were being adversely affected by his decisions. He began his term as Governor with boundless energy and an eagerness for quick action. Opposition and quarrels in the colony, censure and criticism from England and deterioration in health gradually slowed him down. Late in his term of office he avoided introducing measures to extend friendly relations with the natives, as he was then becoming tired, and did not feel equal to enduring the criticism from England which he felt would result.

Bio.

His vanity was to some extent understandable, as vanity frequently accompanies greatness. Macquarie showed it up by the way he scattered his name all over the map and had it carved on buildings he erected.

The British Government did not give him all the backing to which he was entitled as it was too susceptible to accepting critical reports on him from the colony - reports which were mainly directed against him for carrying out the instructions of the government. However, the government did express confidence in him by promoting him to brigadier in 1811 and to major general in 1813; by refusing his requests to resign in 1815 and 1817; and by allowing him a term of office exceeded only once up to the present day - by Sir Leslie Wilson in Queensland in the nineteen thirties.

Macquarie was indeed a great Australian and had warm affection for this country. The general feelings of the people for him were summed up in the valedictory which appeared in the Sydney Gazette after his death -

"There never was the individual yet, that had the honour of treading Australia's shore, more eminently beloved than the late General Macquarie."

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SESSION 39

SYNDICATE

# **BIOGRAPHIES**

Chairman:

Secretary:

# LACHLAN MACQUARIE (1761-1824)

# Early and formative period

Born in the county of Ayr, Scotland on 31 January 1761 to a poor farmer who died soon after his birth, Lachlan Macquarie, with his three brothers and sister, was brought up by his uncle and tasted the vicissitudes of an indigent existence early in life, though descended of aristocratic lineage, i.e. the chieftainship of Mull. At sixteen Macquarie joined the army and served in British North America (Nova Scotia) and in the New England colonies during the War of Independence (New York and Charleston), and also in India. At the age of twenty-six his army career was below his own ambitious expectations.

Then promotions came in quick succession - Lieutenant in 1787, Captain in 1789. He now enjoyed great personal popularity and a brilliant social life, and was very generous in remitting money to his family in Scotland. He was posted to Bombay in 1788. He amassed money and spoils from the wars in which he was involved there from 1790 onwards, and made full use of his rank to stablish personal contacts to further his career and financial advancement. In 1792 in Bombay, he met Jane Jarvis, a young lady with a private fortune of £6,000, and married her the following year. This marriage was very happy. In 1796 he took over command of Ceylon from the Dutch and was promoted Brevet-Major. His wife contracted tuberculosis, and on 12th July 1796 she died in Macao whither he had taken her in an attempt to recover her health. He took the death seriously, and wore mourning for four years. He had frequently to be absent on duty from his wife's side during their short marital life, and the indifferent treatment he received during his wife's death made a lasting impact on him.

His career, however, progressed. Appointed Military Secretary to the Governor of Bombay in 1801, Macquarie learned a lot about civilian administration and management, and later that year was sent to Egypt as deputy Adjutant-General and Chief of Staff of the Indian Army there. He later became Adjutant-General for the whole British occupation force in Egypt. The great architectural monuments at Alexandria attracted his attention and kindled his desire for grand public buildings which were to find practical expression during his governorship of New South Wales fifteen years later. He had considerable freedom of action, and his experience at this time assisted his further development. He had already shown an orderly mind, qualities of decisiveness and tenacity of purpose, and his experience in Egypt strengthened these qualities further.

In 1803 he returned to England after twenty-six years unblemished rather distinguished overseas service wealthy and with influential and well placed friends. His posting as Adjutant-General on the London staff between 1803 and 1805 helped him stablish himself further with influential circles in England. An indication of his thirst for a place in high society is his purchase of a property in Mull, the ancient seat of his ancestors. During 1805-6 he again served in India. In 1807 he returned to England with the rank of Lieutenant-Colonel, and married Elizabeth Henrietta Campbell, a rich and polished gentlewoman, and a distant cousin. One writer sums up Macquarie at the age of 47 years, before he left for New South Wales, as "a more experienced administrator than most, well thought of by his superiors, rich (and by implication above temptation), with excellent manners and an impressive natural dignity".

When first selected to go to New South Wales as Lieuetenant-Governor under Nightingall, Macquarie felt he was being 'banished' and 'transported'. When Nightingall declined the Governorship due to illness, Macquarie seized the opportunity to advance his career, pressed for and got the Governorship.

# The Australian scene

The First Fleet with 1030 people, including 736 convicts, landed at Botany Bay in January 1788. Under Captain Arthur Philip, first Governor and Commander in Chief from 1788 to 1792, the administration of the colony was relatively liberal and orderly. Ships and supplies from England were infrequent, the convict labour, being the sweepings of London's streets, was largely unfit for work, and had no plough or other tools. The terrain was difficult. Nevertheless, when Philip left, some 1,000 acres were under cultivation, more than 400 by 'settlers', land grants had been made at Sydney and at Norfolk Island, both to ex-convicts and to military and civil officers, and a promising start had been made.

Philip's successor, Major-General Martin Grose, actively encouraged military officers to engage in trade, was reportedly indifferent to morality and religion, and under him privately owned farms flourished compared with the lagging government farms. Settlers from England were granted 100 and even 120 acres plus convict labour for cultivation. Grose found that where kindness and the lash had failed, convicts worked hard when given rum. He introduced the practice of paying convict workers on private farms in rum rather than in money or kind.

Captain William Paterson, who succeeded Grose after the latter's resignation in May 1794, and Captain John Hunter who became Governor-in-Chief in 1795, continued the policy of granting land to freed convicts and to the military and encouraging the latter to trade, building up a climate of resentment against the near-monopoly trading practices of the officers, and deepening the already very strong feeling of comradeship among the military. One of the leaders who formed the 'rum monopoly' was John Macarthur, born in 1767, who came to Sydney in 1792 as a Lieutenant in the N.S.W. Corps. An able farmer and a successful grazier, he experimented with sheep cross-breeding, and by 1801 produced a merino wool 'equal to the best Spanish wool'. This was to affect the prosperity of Australia for the next century or more. Macarthur, when sent under guard to England for trial in 1801 after a duelling incident, so impressed

the Privy Council with the merits of the wool, of which he had taken samples with him, that his offence was forgotten and the Council instructed Governor Philip King, who had succeeded Hunter, to grant him a further 5,000 acres for sheep runs, and 30 convicts for labour.

Governor King tried to break the military's near-monopoly in trade, and came up against opposition from Macarthur and the rest of the colony - the officers wanted their profits, and the settlers and convicts their rum. The colony as a whole, however, progressed, more land being opened up, the population increasing, and health generally improving. King colonized Van Dieman's Land in 1803, tried to tidy up New South Wales and to encourage aboriginals to participate in social life. Trade with the outside world increased.

William Bligh, Governor 1806-1808, forbade the use of spirits in barter, and clashed with Macarthur and the military. A tactless and ineffective Governor, Bligh arrested Macarthur and charged him with treason when the latter escaped from custody while being held for contempt of court. Lieutenant-Colonel Johnston of the N.S.W. Corps released Macarthur and marched on Government House to arrest Bligh. Bligh retired to Van Dieman's Land, leaving the field to Macarthur and the military, instead of asserting his authority and restoring law and order. Between 1808 and 1809, the New South Wales Corps ran the colony. Bligh's short Governorship was marked by disquiet and open flouting of authority. He himself had alienated the colony. He had been niggardly in granting land and in granting pardons, and left the administration in disorder.

#### Macquarie as Governor

The task ahead of Macquarie as Governor of New South Wales was anything but simple. Although the colony had been established for some years it was 'barely emerging from infantile imbecility and suffering from various privations and disabilities', the country was impenetrable beyond forty miles from Sydney. The population was threatened with famine and the public buildings were in a state of dilapidation and decay. The few roads and bridges that had been built had become almost impassable.

His instructions, in the welfare and progress of the colony, were more clearly defined than those given to the previous Governors.

Within three months of his arrival he had replaced Bligh as Governor and had returned Macarthur and Johnston to England, he had executed these changes so diplomatically that there were no repercussions. He must have realized, at this time, that he had great powers over everybody in the colony. His word and decision would be virtually final, due to the delay that existed in communications between England and New South Wales.

He made known his objectives at his first proclamation, he hoped "that all dissensions and jealousies which had unfortunately existed in the colony for some time past would now terminate forever". He went on to say that "be he free or convict he would always find in Macquarie a friend and protector".

This proclamation revealed several of the aspects of his administrative style, he was certainly autocratic in his approach and he made his goals known to his subordinates (and subjects). Perhaps one of his most important characteristics was also illustrated, that was his concern for the underdog.

In tune with his instructions he encouraged marriage and expressed his indignation towards those who kept open "during the night the most licentious houses for the reception of the abandoned of both sexes, and to the great encouragement of dissolute and disorderly habits".

Here again he exhibits the mark of a successful leader, not only did he show displeasure when performance was below standard but he was prepared to lay down guidelines, encourage and reward as necessary.

He showed personal interest in all projects and exhibited great enthusiasm at all times. He travelled extensively in the farming areas around the colony and established and named towns as he saw fit. Evidence suggests that he made decisions as required and apparently his enthusiasm was contagious.

As he was personally involved with so many projects and so many people and apparently made most of the decisions, he exercised, what we now refer to in organizational structure as, a wide span of control.

In an effort to have convicts returned to a useful life Macquarie used an emancipist policy which was not popular with the Army or the free settlers. He accepted convicts on their face value rather than their reputation, he granted pardons to those that had earned them and even elevated some of them to positions of authority.

Following complaints from the colony, the English government appointed Mr. Bigge as a Commissioner to inquire into the government of the colony. Bigge clashed with Macquarie and his report led to Macquarie's resignation.

# Judgement of his administration

It was believed, at the time of his return to England, that Macquarie had mismanaged and had in fact made many mistakes. As a result of Bigge's report he was distrusted by the British, it was even thought that he had gathered for himself, in Australia, a huge fortune. The truth was, however, that he was now almost destitute and was in debt.

The passage of time has subsequently substantiated the wisdom of Macquarie's decisions as seen by Lord Bathurst when he wrote of the "assiduity and integrity with which he had administered the colonial interests of the settlement. How its great increase in population, and the advances which had been made in agriculture, trade and wealth of every kind gave high credit to his administration."

After some difficult times Macquarie was finally granted a  $\pounds 1,000$  per annum pension.

His achievements were great, several industries had been started, a bank had been established and the state of the currency much improved. Roads, churches, barracks and buildings had been constructed and much of the country opened up for farming activities. He encouraged exploration and realized the future needs of the colony so well that one fifth of the whole colonial revenue was being spent on education. In England no grant of public money for the education of the people was made until long after Macquarie.

Explorations made under Macquarie's encouragement opened up a vast continent for development by future governors and generations of Australians. Most of the coast had been mapped and the Blue Mountains had been crossed, opening up the west for grazing development.

Time has shown that his emancipist policy was just and reasonable but that he was well ahead of his time, however, the ruling class was not prepared to accept such radical change.

Is it possible that he was even ahead of our time today?

Progress has never been achieved by complacency, he believed he was right and he stood by his decision.

Macquarie did not live to receive his pension but died on 25 May 1824.

He was always held in high esteem by the emancipists who sung that:

"Macquarie was the prince of men Australia's pride and joy We ne'er shall see his like again, Bring back the old Viceroy."

After his death the colony behaved as if he were a king, all of New South Wales, except the government which was in the hands of the Macarthur faction, marched in procession in his honour.

The Sydney Gazette draped its pages in black and recorded his passing with the words:

"Weep, nation, weep. Macquarie is no more."

# Syndicate's conclusions

The Syndicate attempted to study Macquarie as a leader, a manager who had to take decisions, grapple with problems of organization, communications, public relations and delegation. The Syndicate tried to establish Macquarie's motivations, the objects and reasons of his acts, and the effects his acts had on the country and people he administered.

Although some historians say Macquarie was tactless when dealing with the "ruling class" at New South Wales, he tended to take people at face-value, and had a propensity for extravagant display. The Syndicate finds

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Macquarie was very much of a man of action during his 12-year rule, the longest of any Governor before or after him. He set objectives, identified problems and worked out solutions to them. He was enthusiastic in his work, which he took very seriously; was honest, generous and humane, maintaining good human relations with ex-convicts, whom he treated as free men, contrary to the prevailing social climate of shunning them. He was a visionary with an immense measure of industriousness, an untiring explorer and developer. When faced with opposition, he fought and won, was self-reliant and won praise from those who knew him in New South Wales.

His achievements were far greater than those of Governors before and after his time; and he must be acclaimed as one of the great men of Australia.

AC 69 BIOGRAPHIES SYNDICATE

Chairman:

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# GOVERNOR MACQUARIE

On the assumption that people are partly products of their environment we studied Macquarie's early life and drew some conclusions from that.

He was the son of a rather poor tenant-farmer who was closely related to the last Chieftain of the Clan Macquarie. On his mother's side he also had strong ties to the clan system. She was the only sister of Murdoch Maclaine who was the Chieftain of his Clan. After the death of Macquarie's father he came under the influence of his uncle who no doubt reinforced his pride in his name and family.

He inherited all the pride and rugged individualism that is associated with the clans of the western isles of Scotland. His humble beginnings were reflected in later life in his humanitarian attitude to the convicts of the Colony of New South Wales. The vanity he displayed in having his name perpetuated in places and physical features in New South Wales probably had its origin in his pride in his family name.

He entered the army at the early age of fifteen to become an Officer. He was attached to the 84th Regiment, known as the Royal Highland Emigrants which was commanded by a Cousin, Colonel Allan Maclean. His uncle Murdoch Maclaine served as a Captain in the same Battalion. He received patronage from these relations in his army career.

His pride in family was thus further reinforced. He became a disciplinarian used to being obeyed, without question, at an early age.

This is reflected in his method of management of the Colony of New South Wales and in his resentment of any questioning of the orders he issued as Governor of the Colony.

His promotion in the army (he was a Major of Brigade by the age of 31) must have had a marked influence on his self-confidence. This may have been partly due to the favour he was shown by his relatives.

His first marriage to an heiress Jane Jarvis ended tragically after only three years when she died of consumption. She left him 6,000 pounds.

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This inheritance together with prize money from various compaigns enabled Macquarie to become a land owner by acquiring part of the Lochbury estate of his Uncle Murdoch Maclaine who was being forced by his creditors to sell his land.

This probably fulfilled one of his youthful dreams of becoming a Highland Laird. "Macquarie had arrived". He was presented at court and moved in high society, "heady stuff" to the proud son of a poor highland tenant farmer. It probably inflated his already well formed ego. He was now 41 years old and in the prime of his life.

He met and married his second wife, a highland kinswoman, Elizabeth Campbell in 1807. Within a year he was the proud father of a daughter. However, tragedy struck again and the baby died.

So here we have the picture of the future Governor of the Colony of New South Wales.

A proud Highland Scot from humble beginnings who succeeded in overcoming the disadvantages of his early life to become a relatively rich land owner, used to being obeyed without question. He had experienced tragedy twice in his personal life which probably had the effect of making him compassionate towards people, like the convicts, on whom life had been hard.

The Syndicate then proceeded to see what management lessons we could learn from the way Macquarie managed the Colony of New South Wales.

#### MAN MANAGEMENT

#### The Aboriginals

He was given clear orders from the British Government to civilize the primitive people who formed the native population of the Colony.

He tried to do this by applying the same methods which had worked in the other colonies of the British Empire where the native population were far less primitive than the Australian Aboriginals.

He failed, as governments up until the present day have failed, because he did not understand the problems. He failed to see that a solution which was successful in one set of circumstances may not be successful in a different set of circumstances.

In order to find a satisfactory solution to a particular problem it is first necessary to define exactly what the problem is.

# The Convicts

In his treatment of the convict Macquarie was far ahead of his time. He held the view that when a person had paid his debt to society he should be rehabilitated to become a respected and useful member of society.

He tried to carry out these views by appointing competent ex-convicts to positions of responsibility in the Colony. He was the champion of the underdog. His humble beginnings and compassionate nature no doubt helped him to understand the problems the ex-convicts faced.

There was opposition from the "Es tablishment" of the Colony which led to conflict between these different groups. He tried to overcome this by forcing the members of the groups to mix.

He may have been more successful if he had allowed for more consultation between himself and the "Establishment" instead of trying to force his ideas upon them. However, he was used to be ing obeyed without question and it is difficult to overcome such ingrained ideas.

His method of integrating the ex-convicts with the free settlers met with more success and in time the integration was complete and there was little or no conflict between these two groups.

Perhaps the lesson we can learn from this is that it is more difficult to resolve conflict between groups with widely differing goals, expectations and backgrounds. The groups need to find a common goals, for example, they are all working for the one enterprise and the success of the enterprise depends upon them all pulling in the one direction.

# The Establishment

This consisted of the officer class, the judiciary, the church and the landed gentry.

This was the group with which Macquarie had the most trouble. He expected them to obey him as the lower classes did. He resented his orders being questioned. He was a proud man who though to his word was law, as indeed it was in theory. He had positional power but others had more real power than he realized.

It has been stated in Syndicate that Macquarie did not alienate a lot of people but those he did were the wrong people to alienate. He had the common people on his side, i.e. those who were very subordinate but a lot of his peers were against him.

He failed to recognize the importance of the internal politics of the enterprise and to use these politics to his own advantage and to the advantage of the enterprise he was managing.

His problem was compounded by the fact that a lot of the internal politics was of the most destructive type, i.e those used for the pursuit of personal goals of power or promotion.

He could have used his position of power to remove these obstacles to progress but failed to do so until it was too 1ate.

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He may have had less trouble if he had been allowed to select his own subordinates, a lesson to upper management.

He was usually successful in selecting subordinates except when his trusting nature betrayed him and he depended upon the recommendations of other people. A case-in-point is the appointment of Jeffrey Bent.

## THE FINANCIAL STRUCTURE

All enterprises need a sound financial base in order to be successful.

The British never intended New South Wales to be anything other than a penal colony and therefore made no provision for financial stability. A lack of foresight by top management.

This led to the "Rum Trade" in which rum became the ideal item for barter because it was sought after, portable and in short supply. In effect it became the currency in the Colony.

Macquarie's orders were to stamp this out but he did not get much backing from his superiors when he asked for a suitable currency to replace it. Again a failure by top management.

There were also many private "note" issues and stores receipts which served as currency in the Colony. A lot of these did not have sound backing and there were forgeries which made people wary of this type of paper currency.

The few coins which were imported into the Colony were quickly exported again to pay for goods from visiting ships. Thus these were lost as an internal currency for the Colony.

Macquarie saw this problem very clearly and set out to overcome it in spite of his superiors in England. He came up with a brilliant solution to the difficulty of keeping coins in circulation in the Colony by producing the "Holey Dollar" and "The Dumps" by punching the centre out of imported Spanish Dollars. He established the Bank of New South Wales against all opposition and put the finances of the Colony on a firm and rational basis.

It is doubtful if any present day manager could have done better than Macquarie in this area.

# THE INFRASTRUCTURE: BUILDINGS, ROADS, ETC.

Macquarie was given clear guidelines to improve conditions in the Colony by providing the necessary public buildings to house and educate the population. He was thereafter criticized for extravagance in carrying out this task.

His superiors in England breached one of the fundamentals of good management by not providing him with the necessary resources to carry out the task he was set.

Bio

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He did what any good manager would do in these circumstances and investigated what resources were available to him within his own organization. He found many competent tradesmen amongst the convict population and put their talents to good use.

Where he lacked expertise within his own organization he imported it. He had a surveyor and an architect sent out from England. He later found the convict architect Greenway who designed and built many buildings which are still in use in Sydney today. He built roads and bridges. He produced a town plan for the settlements and carried it out.

Present day managers would do well to follow his example of investigating all the resources available to them within their own organization and using these resources to best advantage. Where we lack expertise within our organizations we should get it from outside. We should have a plan to work to even if the plan has to be changed. It is better than having no plan at all.

#### AGRICULTURE POLICY AND MARKET RESEARCH

Macquarie's orders were to convert the Colony into an agricultural community which would be self-supporting. He was authorized to allot 50 to 100 acres to ex-convicts and free settlers and build up a community of small well ordered farms. This was in keeping with his own background in Scotland where small farms were the normal pattern.

His orders and his background clouded his judgement and he failed to recognize that the Colony was better suited to wide-ranging sheep and cattle runs.

The agricultural produce from the farms did not have a ready local market and because it was perishable it was not suitable for transporting over the long distances to markets in England. His attempt to convert excess grain into spirits was not successful.

If he had investigated the market he may have realized, as John MacArthur did, that wool was the ideal product on which to base the economy of the Colony. His conflict with MacArthur and other large land owners and his reluctance to seek and take advice because of his proud nature, contributed to his failure in this regard.

The Colony was well suited to the production of wool. It did not spoil, as agriculture products did, when kept for long periods. Considering the difficulty of transport of those days this was a major consideration.

There was a ready market for it in the English woollen mills. It provided export earnings which the Colony could spend on importing manufactured goods and machinery from England. This suited the English Government very well and influenced its change of attitude towards New South Wales from that of a penal colony to a free settlement which was a captive market for its manufactured goods.

Macquarie failed to recognize this change and this led eventually to his undoing.

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#### CONCLUSION

There are valuable lessons to be learned by top management, those who set the goals and guidelines and middle management, those who try to achieve the set goals within the set guidelines, by this study of the life and times of Governor Macquarie.

## For Top Management

- (a) For an enterprise to be successful it is necessary to provide the essential resources with which to carry out the task.
- (b) It is wise to let the man responsible for the organization have a say in selecting his subordinate.
- (c) If there is to be a change in policy the manager responsible for carrying out the policy should be consulted or at least informed.
- (d) The difficulties associated with local conditions, which the local manager should know more about than top management, should be recognized.
- (e) Top management should realize that middle or local management cannot be right all the time, anymore than top management can be right all the time.

# For Middle Management

- (a) They should try not to let their background cloud their judgement of present situations.
- (b) They should be aware that a solution which suits one set of conditions need not necessarily suit another set of conditions.
- (c) In order to find a satisfactory solution to a problem it is first necessary to define the problem.
- (d) Conflict between competing groups should be avoided when it is non-productive as it uses up human resources which would be better employed in achieving the goals of the organization.
- (e) Internal politics can be productive or destructive depending upon the motives behind them. Destructive internal politics, i.e. those motivated by personal gain should be avoided.
- (f) Managers should be aware of internal politics and use them to best advantage to achieve the goals of the enterprise.
- (g) It is sometimes necessary to seize the opportunity, when it presents itself, to achieve the goals of the enterprise even though this may conflict with the set guidelines. This is the risk managers have to take. If they are right all is well, if they are wrong they have to be prepared to take the responsibility for their decision.

- (h) Management should investigate and make use of all the resources available, both human and material, within the organization. When an essential resource is lacking it should be imported in order to achieve the required goal.
- (i) The conditions of the market the organization serves should be fully investigated and the product of the organization should be tailored to suit the conditions of the market.
- (j) Managers need to recognize change when it occurs and be ready to institute change to meet the new or changed goals.

#### CONFIDENTIAL

SESSION 53 Advanced Course SYNDICATE

# **BIOGRAPHIES**

Chairman:

Secretary:

# SIR JOHN MONASH

#### John Monash the Man

Sir John Monash, hero of the Australian involvement in the Great War, the master engineer, the leader, what was he really like?

This man was of Jewish decent, but not actively involved in religious matters, claiming to be an Australian first and a Jew second. He was gentle, shy and withdrawn, but a great leader of men. Monash was a scholar, a logical thinker and meticulous in everything he did. He possessed an enquiring mind interested in many and diverse subjects and had a drive that allowed him to achieve in one day what some men may take a week to cover. On many occasions he demonstrated the courage of his convictions and his ability to see problems in their broadest sense. A man of inordinate ambition with a degree of vanity and arrogance and a large measure of self-confidence, balanced the character of this man. He may have been self-centred and lacking in close friends, which leads one to the conclusion that he was very much the loner.

#### Historical Background

In order to gain a better understanding of the character of John Monash it is important to explore the family background from which he came. The records are generally very sparse regarding the family and friends of this man, but a minimal amount of information is available.

Louis Monasch, father of our subject, (Louis dropped the 'c' upon becoming a naturalized Australian) was a Polish Jew who emigrated to Australia at the time of the Ballarat gold rush in 1853. Instead of wielding a pick and shovel, Louis went into business as a soft goods merchant. He remained in business for the rest of his life, although the records show without significant success.

In 1862 Louis returned to Poland where he married Bertha Manasse, sister of the wife of his elder brother. Bertha Monash was delivered of their first son John on the 27th June 1865 at 1 Richill Terrace, Melbourne. Some confusion exists as to the date and place of birth, but it is generally accepted that the date was the 27th June, although the 23rd is shown on his birth certificate.

John Monash had two sisters, but they appear to have exerted little influence on the character of John Monash, although no specific information was discovered one way or the other.

#### John Monash the Child

In the Jewish fashion the Monashes stinted themselves of many things, including much of their family life to ensure that John had the best education available in the colony.

John soon demonstrated to the headmaster of his school, St. Stephen's on Docker's Hill, Melbourne, that he was not the ordinary colonial student. At an early age he was equally at home in English or German as the family was bi-lingual. In addition he demonstrated an unusual capacity for English literature, skill at making amusing drawings and developed a love of music which remained through his life.

At age 9 the Monash family moved to the New South Wales town of Jerilderie for business reasons.

Whilst the pupil of an English school teacher by the name of William Elliot, John's natural bent for higher mathematics was discovered. During this period he became an expert horseman, and claims to have had a conversation with Ned Kelly.

In order to continue John's education Bertha Monash returned to Melbourne in 1877 and enroled the lad at Scotch College, the best school in the town. He obtained the distinction of Dux of Scotch College, Dux of mathematics, plus first class honours in French and German and gained his matriculation at the age of 14 years.

There is no mention of any friends or family relationships in the literature on Monash, so an objective judgement of his character is difficult. It would, however, appear that John Monash was not the normal run of colonial boy, as he did not participate in sport, and spent much of his spare time in the study of literature and music. He therefore was probably a very quiet young lad, which would tie in with the characteristics he displayed in later life.

During this phase of his development he demonstrated an extremely high intellect and a sense of duty to his parents who were making significant financial and family sacrifices to ensure the best available education for their son.

# John Monash the University Student

In the year 1882 at the age of 17 years, young Monash entered Melbourne University in the Faculty of Arts. During his first year he was to learn a very important lesson regarding the dispensing of his time and talents. John failed to pass three of his six first year subjects including of all things upper mathematics. This setback served to galvanize him into greater activity the following year in order to catch up. The result was success in the supplementary examinations as well as passing in two additional subjects. The following year, 1884, Monash succeeded in all his Arts subjects, plus two engineering as well.

The lesson learnt from this initial failure was to stay with him the remainder of his days. In later life he always ensured he had time to accomplish his planned tasks, plus a margin for reflection or to do the unexpected. It is reported he became methodical almost to the point of idiosyncracy, as he indexed and filed every letter, catalogued and cross indexed every book.

During this period Monash developed his love of engineering, spending many hours studying and watching engineering and construction work.

Apart from the effort put into formal studies, John Monash was active in University debates, the study of music and also painting. He wrote articles and letters to the papers and read omnivorously. An interesting aspect of his reading was his purchase of 34 biographies of famous men, along with a number of other literary works, with a \$50 mathematics exhibition he won at Scotch College.

His interest in military matters was first apparent when he joined the University Rifles. The motive for joining the company is not very clear, but it could well have been that he saw a social advantage in doing so.

The developing character of John Monash appears to be one of serious devotion to study and the acquisition of engineering knowledge. His only other interests appear to be the arts, and the military. No information regarding his social life appears to be available.

# John Monash, Engineer and Business Man

At age 21 Monash was placed in charge of the earth and masonry work on the new Princess Bridge over the Yarra, even though his engineering studies were still incomplete. This was his first experience of handling men and it appears he demonstrated some skill in leadership at this time.

In 1887 at the age of 22 (still without formal engineering qualifications) he was appointed engineer-in-charge of the Outer Circle railway from Fairfield to Oakleigh. Quite an achievement for one of such tender years.

Monash eventually graduated Bachelor of Civil Engineering as the Outer Circle railway was being completed.

During this period as a lieutenant in the Victorian Garrison Artillery, Monash noted in his diary:

"The undercurrent of my thoughts has been running strongly on military matters .... a combination of military and engineering professions is a possibility that is before me."

It is certainly clear that the great engineer had more than a passing interest in military matters. In later life he spent all his spare time and holidays on army business which suggests that he was probably rather self-centred, caring little for family life.

In 1891 Monash married Hanna Victoria Moss, the daughter of an early Victorian colonist. The union eventually produced one daughter, but little else has been said about them in the literature.

The depression of 1894 saw Monash "let go" from the Harbour Trust. He immediately went into business with a university graduate civil engineer in the partnership of Monash and Anderson.

Monash considered the expansion of his knowledge of prime importance, so he studied and obtained his Bachelor of Law Degree, as he felt a knowledge of legal principles could be very valuable to an engineer.

Monash demonstrated his perceptiveness and ability to exploit the known technology by introducing reinforced concrete methods of construction to the Australian scene.

Apart from establishing himself as an extremely competent engineer, in the 1890's and the early 1900's, Monash maintained his interest in military matters rising to the rank of Major in 1897. He was an avid reader of military history and could describe from memory, and in lucid detail, the great military campaigns.

John Monash did not volunteer for the Boer War in 1899. The reason for this is unknown, but the Syndicate gains the impression that his own private interests may have been far more compelling than those of Great Britain on the African sub-continent.

Observers of this period of his life suggest, depending upon the position they viewed him from no doubt, some interesting qualities. These ranged from clarity of exposition, analytical ability, entrepreneurship, the courage of his convictions and plain ability on the one hand and inordinate ambition, vanity, and self-dilusion on the other.

There is little doubt that Monash new exactly where he was going and precisely how he would get there. He left nothing to chance. We suspect this may have gone as far as 'making sure' he was seconded to the A.I.F. in command of the 4th Infantry Brigade in 1914. In later life he did say, however, that he did not want to be seen scrapping with others for selection to higher command.

# John Monash the Soldier

Monash was in his fiftieth year when war broke out in 1914. As indicated previously he did not volunteer, but waited to be asked to accept command as a Brigadier General.

It would appear that Monash was not particularly successful on Gallipoli. His fellow officers conceded the fact that he prepared plans in the greatest detail, but wondered whether he lacked resource. It was, however, very evident that he had the ability to benefit from his experience and to learn and re-learn with great rapidity.

His greatest achievement at Gallipoli, which demonstrated his inordinate ability to objectively plan and direct operations of some magnitude, was the withdrawal of 45,000 troops, plus mules and equipment from the peninsula, right under the Turk's noses without a single casualty. This operation was successful fundamentally because of the meticulous planning that went into every facet of the manœuvre.

The experience at Gallipoli provided the necessary grounding for Monash to take command of the Third Australian Division, with the rank of Major General. During his time on the Western Front, Monash was able to demonstrate his greatest capability.

This man was best able to make maximum use of the men and equipment at his disposal. He spent much time studying the psychological aspects of command, so as to better understand the actions of both the enemy and his own men. F.M. Cutlac, a war correspondent of the time, observed - "No shrewder judge of men and things has ever lived."

Monash saw himself as a 'manager' of war and was concerned with the scientific and rational conduct of war. He developed the "conference method" of command to a very sophisticated level. The conference was seen by Monash as a means of consulting with his officers, so that every person able to make a contribution or cause an obstruction was consulted before a decision was made.

Monash was a skilled chairman, a highly skilled negotiator, and he could conciliate and compromise when the occasion demanded.

In amongst his major achievements on the Western Front was his development of the strategies necessary to combine successfully the aircraft, tank, artillery and the infantry, including the supply of ammunition by air. Monash also used smoke and gas shells alternately during artillery bombardments to ensure the Germans always wore gas masks during such bombardments. On the occasion when an infantry attack was to accompany the shelling, only smoke was used. The Germans still wore their masks having been programmed for gas as well, so reducing their effectiveness.

It has been said that John Monash was a worse Brigadier than a General, and a worse Divisional General than a Corps Commander, but as a Corps Commander he was a brilliant success. His critics would say that he was never tested in adversity, but his actions as Chairman of the State Electricity Commission of Victoria during a period of adversity were discharged with his expected calmness and efficiency.

There is some conflict between his personal letters and the official history of a number of actions Monash was involved in. It appears that his vanity, or ego, may have caused him to communicate to his wife details that were not entirely accurate according to the records.

A degree of arrogance is evident about the character of Monash as he inevitably referred to the successes of the A.I.F. as personal achievements, giving little credit to junior officers or the men.

As a reward for his unmitigated success in breaching the German defences and finally sealing the German's fate, King George V conferred on Monash the accolade of Knight Commander of the Bath. This was the first time in nearly two centuries that a British monarch had knighted a commander in the field.

At the completion of hostilities Monash remained in Britain to direct demobilization of the Australian forces. There is evidence to believe that Billy Hughes, the then Prime Minister of Australia, was not favourably impressed with the idea of Monash returning home to take up Federal politics. Hughes deliberately kept him in the U.K. until after the elections in 1919. Such was the power of this man.

#### John Monash the Administrator

Following his return to Australia after the Great War, Sir John eventually took up the position of General Manager of the State Electricity Commission of Victoria, and upon the passing of the necessary legislation, its Chairman.

During his time in the U.K., immediately after the war, he was instrumental in obtaining scientific data in connection with the burning of brown coal from the Germans, a difficult task carried out with great skill. There was no connection between this activity and his later appointment as Chairman of the S.E.C. because at that time Monash was very much interested in getting into Federal politics.

The development of the brown coal project was a major undertaking, and tested Monash to the limit when it was found the water content in the vast majority of the coal deposits for the La Trobe power project was 65% water, and not 45% as originally determined. In typical Monash style he analysed the situation, and then decided to keep the problem from the people of Victoria. He then set about the development of the German power station equipment purchased for the project to burn the available coal. This is yet another example of the confidence Monash had in his own ability.

Probably one of the better illustrations of his judgement, determination, conviction, and clarity of thought and exposition, is demonstrated on the occasion he submitted a proposal to Cabinet which was initially rejected but reversed following his insistence that his proposal had not been understood.

The proposal came from Monash over the expenditure of \$2,000,000 in connection with S.E.C. development. Following rejection of the proposal, Sir John demanded admittance to the Cabinet room, which was granted.

"I gather the Cabinet has rejected my proposal - If so then that can only be because you have certainly failed to understand it." "I will now explain it." - following the explanation everyone was silent. "Well sir, I take it your decision is reversed."

Anticipating the reversal of the decision and ensuring that there would be no delay, he took from his pocket the Order-in-Council necessary for the purpose. He passed it around - it was signed and Sir John then left.

# Sir John Monash the Manager

The study of the biographical record of Sir John Monash leads one to the conclusion that he was indeed an extraordinary man.

Bio.

Listed among his qualities are such attributes as confidence, conviction, integrity and a desire to help people. He demonstrated a degree of vanity and was authoritarian by nature. His success in the management of his life and the underlying reason for his public recognition came from his breadth of outlook, lucid thinking, integrity, meticulous planning and attention to detail, and his ability to understand and motivate people.

His development of the conference method of command has many lessons for the manager of today, including the necessity to develop interactive skills. Monash demonstrated the need to determine clearly the nature of one's goals, and obtaining the cooperation of all those necessary to ensure their attainment.

The need to reach decisions and stand by them, only changing if significant new information becomes available.

Interests in such subjects as astronomy, art and music, to name but a few, very much broadened the outlook of the great man.

There is little doubt that Monash would have received much recognition had he been operating in today's world, although his fame could only have been as great had he been granted the opportunity to display his talents to such advantage in a war or similar setting.

Had he not been involved in this way, it is unlikely Monash would have received the distinction accorded him, but no doubt would have been recognized as one of Australia's greatest engineers.

(Approximately 2,500 words.)

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AC 67 BIOGRAPHIES SYNDICATE

Chairman:

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# Sir John Monash

#### INTRODUCTION

This is a study of Sir John Monash, one of Australia's great men, "a rarity in public life", and a kind of man who appears perhaps once in a generation".

The Syndicate made a critical assessment of his life to discover the basic qualities he possessed which made him famous and successful during his time, in order to pick up <u>Lessons for Managers</u> today and in the future.

# MONASH, THE MAN

John Monash was unquestionably one of the greatest Australians of his or probably any other time. He overcame the early disadvantages of lack of wealth and position and the fact that he was of German-Jewish ancestry, to rise to a position of great power and influence both in civilian and military life.

Monash, was blessed with high intelligence, an inquisitive mind, a fierce determination to succeed at whatever he attempted, and remarkable ability to absorb and record detail. His range of interests was extremely broad, covering such fields as engineering, law, music, books and the military, to name a few. In all of these as in many other pursuits, he achieved high levels of competence.

To his basic qualities can be added his humility, his confidence in his own ability (a product of his own knowledge) and an unrivalled capacity to communicate in writing and in speech. His arguments were reasoned and logical, his temperament was calm and judicial, his personal integrity was unassailable, and his loyalty to those whom he served never failed. He was always ready to give others credit where credit was due.

He had his disappointments which he faced without bitterness, but with restrained dignity. Difficulties in life did not stop him from attaining his goals; they were challenges to be overcome in his view.

Monash's life and achievements stand as monuments to a most remarkable man. He excelled in his younger life as a successful engineer and planner, later as a brilliant soldier, and finally as the person responsible for getting the State Electricity Commission of Victoria off the ground.

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#### MONASH, THE PLANNER

A distinguished engineer of his time, Monash was a meticulous planner. He had an eye for detail and his engineering background associated with this made him a greater planner. He had a prodigious memory and was very meticulous in everything he did, e.g. he cross-referenced all correspondences in an index, and methodically planned his work for the day. His great intellect and analytical mind together with his legal training were qualities which contributed to his planning skill.

The evacuation of Gallipoli is a fine tribute to his planning skill. It was recognized as one of his most efficiently planned operations. The attention given to detail in this operation, the specific orders to individual soldiers, resulted in the most successful of evacuations, without a single casualty.

He likewise played a significant part in the detailed planning and directing of the attack on the Hindenburg line. General Monash's orders and battle plans for this operation were perfectly conceived and carried out. He made use of the various arms and units where each unit made its entry at the proper moment. This carefully planned attack saved the allies "another winter in the trenches".

The developments of the Yallourn brown coal deposits and the SEC also reveal his planning abilities. He persuaded Parliament that Yallourn coal was a more favourable proposition than the Kiewa Hydro-electric power scheme. He pushed the project on all points — the construction of a metropolitan power station to supplement railways, the building of the power station and transmission line, the provision of a new head office, the building of railway deviations, the planning of hydro-electric power investigations and the drafting of new electrical distribution schemes in the state of Victoria. He had a difficult job in arranging distribution and equitable tariff arrangements in the face of political opposition, but he eventually succeeded.

### MONASH, THE INNOVATOR

Monash had a diversified training which he was able to apply throughout his life. He had the capacity to benefit by experience and to learn and re-learn with great rapidity; he also had an extremely innovative mind.

To cite a few of his innovative qualities:

- (a) He pioneered the use of reinforced concrete in Australia, and was recognized as one of the foremost experts in its use.
- (b) He introduced 'non-military' employment as a part of his repatriation plan for the AIF personnel waiting for passage home. He established classes to retrain the troops and give those who had no trade or profession an opportunity to learn one to prepare them to enter the workforce on their return to Australia.
- (c) He developed original ideas on the tactical use of tanks in warfare, which were widely copied by other Allied Commanders. Tanks were extremely noisy and hence, gave warning to the enemy of an advance, so he adopted the ploy of moving his tanks forward under the aural cover of low flying bombers.

He was not a man constrained by book of rules. When he realized the isolation of Australia in the world of technology, he did something about it. His ready acceptance of the new US developed reinforced concrete technology, and his decision to use German experts at Yallourn, so soon after the war are good examples of his objectivity and willingness to use the best available resources.

# MONASH, THE MOTIVATOR

Monash had the ability to motivate people. He could lift men's vision to higher things, raise men's performance to higher standards and built the capabilities of his subordinates, often beyond their own expectations.

In the battle of Hamel, Monash realized the importance of the use of tanks, but in view of previous experience, the solders opposed them. To overcome his troops' opposition, he reconditioned their minds; he arranged for battalions of troops to be familiarized with the tanks before battle and devised new strategies until once more, they were ready and enthusiastic to apply them.

Monash had an enormous theoretical understanding of human behaviour and the elements of leadership. Although Monash was known as a disciplinarian, he enjoyed in a great measure, the confidence and the goodwill of all his men. They were always aware of the fact that, under his leadership, he always examined every factor and possibility of a tactical situation before asking them to carry his operational plans into effect. To him, inefficiency and incompetence especially when man's lives were at stake were unforgiveable sins. It has been said by some that, whilst he understood the essentials of human behaviour, his personal leadership style was not one of his strongest points. He managed people and organizations more through his staff and the structure than by direct, personal example. This approach was eminently well suited to his higher military position and to his leadership of the SEC.

Notwithstanding the latter observation, Monash's inherent humanity still transmitted itself to his subordinates. His SEC staff often praised his fatherly and friendly approach and whenever one of his men failed in his duty, his first impulse was to think of the good points of the culprits and determine the possible reasons for the omission. He was always influenced by the thought, that "none are fair but who are kind". He never denied his service to anyone who asked for his help.

## MONASH, THE COMMUNICATOR

The ability to communicate is one of man's important basic qualities in life's success. Monash had great powers of verbal as well as written communication. He was a master of concise style and precise expression. His language was simple and direct and he always ensured that he was not misunderstood or misconstrued.

His personal philosophy in communication:

"Every caution should be taken to assist the recipient of any message to group its intention and meaning with a minimum of trouble and delay. There must be a clearness in language. A valid maxim was that, if a report can be misread, it will be misread, convey to the mind of another exactly what is in your mind."

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He could expound technical problems in clear and simple words. His wide knowledge and remarkable memory made him famous in Australia as an expert witness in arbitration and engineering matters. He figured in many notable cases, some of which went as far as the Privy Council in London. His evidence always showed his analytical powers and clarity of exposition which is seen by many to be the greatest of his gifts. He was adept in persuading while not appearing to do so. His mind was broad enough to take in all details and clear enough to select those most important for the moment. He could then instil in others the necessary confidence to act upon his judgement.

He introduced a 'conference' system to communicate orders. His conference method was not merely a meeting point for issuing orders to subordinates; it was a participative process for all involved. He would consult with any man within his reach, high or low. This willingness provided training and enabled his subordinates to feel that they were part of the planning machinery; therefore they had a strong drive to pursue and achieve the objectives he set.

Monash was a good listener; he gave the impression that individuals to whom he spoke were very important people to him personally. These powers to communicate made possible the success of most of his endeavours.

#### LESSONS FOR MANAGERS

- (a) Monash's excellence as a planner is an object lesson for all managers. As the complexity of organizations grows, the need for detailed planning will grow likewise. His breadth of vision, his clarity of mind and firmness of purpose likewise are qualities which the modern managers can apply to his advantage.
- (b) Monash's reported capacity to give his subordinates a sense of mission is also a valuable pointer to contemporary managerial practice. In these days, where the necessity to be conscious of the need to develop co-operation and a sense of purpose is seen to be so important, abilities like Monash's in this regard, coupled with a capacity to "get the message over" are indispensable tools of the modern manager.
- (c) He organized himself as well as others. He always knew that he had achieved day-by-day and carried forward his outstanding tasks to the next day. In this way, he established his personal priorities before he did the same for others.
- (d) Monash's life is adequate testimony to his creativity and willingness to accept new ideas. Today, rate of change is such that creativity or the ability to innovate and accept change are qualities which are being fostered increasingly in modern management.

# CONCLUSIONS

Our only concern has been that we found very little material of a critical or adverse nature in any of the published writings on Monash. This seems too good to be true. Possibly the doubts this raised will be clarified when the definitive biography, based on Monash's papers, is completed in the next few years.

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Whatever the outcome, Sir John Monash will always be remembered as a very great Australian.

His stature and capacity are summed up in the following extract from a speech by yet another great Australian, Sir Robert Menzies, at the Monash Commemoration service in April 1965.

"He has a secure position in the industrial development of this state. His work for the Electricity Commission, his utter command of it, his lively capacity for telling politicians where they "got off" and where "got on" contributed so much to the ultimate development of the Electricity Commission now spreading or spread all over the State of Victoria, that I am perfectly certain that in that field alone he would rever be forgotten. Sir Robert went on to tell a story that perfectly described Monash in his later years. At the time Sir Robert was Junior Honorary Minister in the McPherson Government. Up came a proposal from the Electricity Commission, from Sir John himself, about some extension, about some trifling expenditure of a million pounds or something of that kind, which was, in those days, And we rejected it, it was knocked out by quite a lot of money. the chairman ... Sir John put his hat on ... arrived at the outer doors of the Cabinet Room and, if I know anything about him, demanded admittance ... the Premier, the most delightful and amiable of men, Sir William McPherson, said "Oh, yes, bring him in", and he came in and we all stood up instinctively, we all stood up, we were all in the presence of a man we knew was a greater man than we would ever be ... He looked around towards the Premier and he said "Well, Mr. Premier, I gather that the Cabinet has rejected my proposal." "Well, yes, yes, I think that's right, Sir John." "Well", he said, "That can only be because they've utterly failed to understand it. I will now explain it." And he sat there, with the rock-like look, and he explained it, and one by one we shrivelled in our places, one by one we became convinced, or, at any rate felt we were convinced, And for half an hour he went on; the error of our ways. explained the thing step by step. And we were left silent .... that settled it, there was no more, not another word came out and so Sir John said, looking at the Premier, "Well, sir, I take it that your decision is reversed. Indeed, anticipating your approval of my proposal, and so that there will be no delay, I have brought with me (and he pulled it out of his breast pocket) the Order-in-Council that will be necessary for this purpose." and it was signed, and he went out." And he passed it around

(Approximately 1,600 words.)

# APPENDIX J

COPY OF RÉSUMÉ - SIR HERBERT GEPP

ILLUSTRATING THE TYPE
OF RÉSUMÉ SUITABLE
FOR USE IN THE
INTUITIVE-ANALYTICAL METHOD
DESCRIBED IN CHAPTER SEVEN

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GEPP, SIR HERBERT WILLIAM (1877-1954), mining metallurgist and manager, public servant, industrialist and publicist. was born on 28 September 1877 in Adelaide. eldest son of William John Gepp, clerk, and his wife Marian, née Rogers. His grandfather, a veterinary surgeon, was a pioneer settler of 1836. 'Bert' Gepp was educated at state schools and won a scholarship to Prince Alfred College but family indigence prevented him from proceeding to the University of Adelaide. In 1893 he became a junior chemist with the Australian Explosives and Chemical Co. at Deer Park, near Melbourne, soon taken over by Nobel's Explosive Co. of Glasgow, Scotland. During this period he rode a bicycle, three nights a week, from Deer Park to the University of Melbourne to attend (Sir) David Masson's [q.v.] chemistry lectures. Such early trials gave him the disciplined toughness of the self-made man and, less commonly perhaps, a sympathy for the underdog. In 1896 he went to Nobel's Glasgow factory for two years; throughout his life he benefited much from regular trips to Europe and North America and always insisted on the broadening effect of 'sabbaticals' for businessmen. At Hawthorn, Melbourne, on 5 July 1905, with Congregational forms he married Jessie Powell Hilliard; they had a son and four daughters.

Gepp's long and fruitful association with the Collins House group began in late 1905 when he joined the staff of the Zinc Corporation Ltd and went to Broken Hill to help solve the 'sulphide problem'. In 1907 he became manager of the de Bavay's [q.v.] Treatment Co. Ltd and played an active part in the development of the flotation process. Gepp demonstrated an early interest in the industry's more serious labour problems and took steps to improve the safety and welfare of his men. He urged the companies to increase their subsidies to the local hospital and in 1913, after an overseas trip, initiated the Broken Hill Progress Association in order to ameliorate living conditions in the neglected town. In spite of the opposition of militant unions and apathy of company boards, Gepp's organization built some playgrounds, spent money on gardens, and arranged a seaside holiday for miners' children. More importantly, it laid the groundwork for the welfare schemes pursued by the companies after World War I.

An ardent nationalist, Gepp enlisted in the Australian Imperial Force at the outbreak of war and went into camp at Fort Largs near Adelaide. Early in 1915 he was released from the army on the initiative of W. M. Hughes [q.v.] and W. L. Baillieu [q.v.7] and went with his family to the United States of America to sell zinc concentrates and to investigate the manufacture of munitions on behalf of the government. The experience of these two years greatly stimulated him and he remained a fervent admirer of American business efficiency. While in North America he met many industrial 'experts' and recruited Charles Warner, Guy Riddell, and Gilbert Rigg for the new smelters at Port Pirie; his knowledge of the electrolytic zinc process developed by the Anaconda Copper Co. also proved to be a major asset when Collins House moved into the manufacture of refined zinc after the war. But it was the evident success of American companies in labour relations that most impressed Gepp, and on his return to Australia he persuaded (Sir) Colin Fraser [q.v.] to launch the first concerted attempt to tackle labour unrest on the Barrier. Gepp's own contribution stressed the importance of housing, co-operation with management, and the role of industrial 'experts'.

In 1917 Gepp became general manager of the Electrolytic Zinc Co. of Australasia Ltd and, with the support of W. L. Baillieu, led that company through its difficult early years. The venture was comparable in scale to the creation of the Newçastle steel industry and Gepp figured prominently in the mastery of its metallurgical problems. In six years at Risdon, Tasmania, he was responsible for the design and supervision of a pilot plant, then a ten ton (tonne) plant, and finally a 100 ton (tonne) plant to produce zinc of 99.95 per cent purity from Broken Hill and Port Pirie zinc tailings using hydro-electric power. In 1924 Gepp was elected president of the Australasian Institute of Mining and Metallurgy and with Gilbert Rigg received the gold medal of the London parent institution. That year he represented Australia at an Empire congress of the institute in London, and served as a commissioner for the British Empire Exhibition at Wembley.

Bored and restless after his return from abroad Gepp began a new career in 1926 as a public servant. S. M. (Viscount) Bruce [q.v.7] appointed him chairman of the Development and Migration Commission, which, like the Council for Scientific and Industrial Research, formed the same year, was to apply scientific methods to economic and political problems in the interests of national development and efficiency. The new role provided ample scope for Gepp's boundless energy, inventive mind, and commitment to industrial growth. Incessant daily work, constant travel, continual conferences, lengthy reports written and redrafted and drafted again preceded his recommendations to the government on a variety of national problems. In 1930 the Scullin [q.v.] government terminated the commission but Gepp was retained as a part-time consultant on development. In 1933 he was knighted. He chaired the royal commission on the wheat, flour, and bread industries which reported at length in 1934-36, and in 1934 he became director of the North Australian Aerial Geological and Geophysical Survey.

Gepp was also an effective publicist and in lectures, articles, and broadcasts promoted the cause of science in industry and agriculture: reafforestation and soil erosion were two of his major concerns. At this time he read J. M. Keynes and turned increasingly to national economic planning as the solution to many of Australia's problems. He regarded laissez-faire as a policy of 'drift'; it was the lack of social responsibility which was 'the root cause of political unrests and upheavals, wars and rumours of wars, exploitations and economic distress. When war came Gepp made a significant contribution. A friendship with John Curtin contributed in part to his influence as an advocate of central planning and an architect of post-war reconstruction. From 1942 to 1945 he served as chairman of the Central Cargo Control Committee.

Meanwhile he had returned to private industry. From 1931 he was technical consultant to Australian Paper Manufacturers Ltd and in 1936 became its general manager:

the Maryvale pulp mill in Gippsland came into production in 1939 under his direction, and the housing scheme for the mill-workers was his conception. He retired in 1950.

While not tall - he was 5ft.81/2 ins. (174 cm) Gepp had a dominating and impressive presence. He had a 'large-featured, rather lowering visage', penetrating dark brown eyes and thick, wavy dark hair which was hardly touched with grey at his death. He never wore a hat, and would dress unconventionally if he felt like it. He was proud of his children but his work habits left little time for family, who according to one who knew him, felt the strains of his driving energy more than most. Farming, reading and golf were his major recreations. He died suddenly on 14 April 1954 at his farm at Kangaroo Ground where he had spent many happy hours indulging his passion for improvements. He was buried in the local cemetery. Survived by his wife and children, he left an estate valued for probate at

Gepp made significant contributions to the solution of the great metallurgical problems of the mining industry in the 1900s; he was a pioneer in the application of enlightened labour policies in industry; he was an apostle of the role of science in industry, government, and the economy, and helped to established the C.S.I.R., the Royal Australian Chemical Institute, the Australian Institute of Management, and the Institute of Public Affairs; and he was an influential transmitter of advanced British and American ideas to an Australian public. His selected addresses were published as Democracy's danger, 1939, and When peace comes, 1943. Promethean in abilities and interests, Gepp was driven by a 'divine discontent' which made few concessions to the softer side of his nature or to the complacency of his generation.

B. E. KENNEDY

# APPENDIX K

COPY OF COMPLETE QUESTION BANK
ON
SIR HERBERT GEPP

ILLUSTRATING THE TYPE
OF QUESTIONS SUITABLE
FOR USE IN THE
INTUITIVE-ANALYTICAL METHOD
DESCRIBED IN CHAPTER SEVEN

- 1 (13) Gepp's critics frequently applied to him such adjectives as "Churchillian" and "Napoleonic".
  - 1.1 What did these terms imply?
  - 1.2 In your opinion, were such adjectives apposite?
- 2 (15,18)

  "It seems unlikely that his own personality and certain of his attitudes to life were not affected in other ways by he cruelties he suffered at the hands of his father".

What evidence is there to suggest the validity of otherwise of this contention? Consider the role played by any particular psychological mechanisms.

The Broken Hill staff of the Zinc Corporation Ltd., "was torn apart by intrigues and jealousies", and these "personal troubles" resulted in the "resignation" of senior staff.

In this situation, do you consider that Gepp fulfilled his responsibilities as a manager? Consider especially the managerial role of mediator.

4 (22)

"He (the American chemist) is a pure product of Yankee commercialism, without heart, soul or sympathy and would sacrifice anyone to suit his own ends. I have no use for a man of that sort. Some day retribution will come on him and may he realise what it means to have to drink the cup to the bitterest dregs."

What does this statement reveal of Gepp's own philosophy of management?

- 5 (23) Blainey comments: "That plant (Gepp's) (eventually) financed the two greatest Tasmanian companies launched between the two world wars". (Electrolytic Zinc Co. of Australasia Ltd., and A.P.P.M.).
  - (25) Consider Gepp's perception of the need for refined zinc, the concomitant need for cheap hydro-electric power, and his "received information" concerning the contemplated development in Tasmania of hydro-electric power stations.
  - (25-26) "It took six months of intensive work to find that the re-solution of the zinc was caused by a trace of cobalt in the Broken Hill ore."
    - 5.1 What evidence is there here of Gepp's ambition and shortcomings?
    - 5.2 Relate Gepp's roles in these areas to Mintzberg's concept of a manager's "organised set of behaviours".

6 (27) Discuss Gepp's responsibilities for the problem of sunk costs in the Risdon project, in particular considering his strategic planning abilities.

7 (27-28) Gepp believed in the early 1920s that another war was eventually likely, which apparently led him to a particular decision on the concentration of sulphuric acid to be produced. "Fifteen years later, in 1939, this decision made a great contribution to the rapid development of munitions manufacture in Australia".

Consider the proposition:

That as General Manager, Gepp's primary responsibility was to the Company's interests, and that in making a decision based instead on what he saw as the "National interest", he was not fulfilling his responsibility for balancing competing goals.

- 8 (28-29) "But in his ideas...Gepp was ahead of his time. His associates were not ready to proceed so rapidly in the directions to which he was pointing".
  - 8.1 Do you consider this to be an accurate statement, or were Gepp's frustrations principally caused by the withdrawal of patronage which accompanied Baillieu's ageing?
  - 8.2 What later trends in management suggest that Gepp's ideas on innovation might receive a more sympathetic hearing today?
- 9 (31) One of the key tenets of strategic planning was indirectly noted by Gepp when writing in 1928 about the climate of opinion in which the Development and Migration Commission was born.

Identify and discuss this tenet.

10 (31-32)
"...his work had been in private industry and, in character, had been largely scientific and technical. Now he was transported into the complex realm of national economics".

How was such a transportation possible? Consider especially the concept of transferability of managerial skills.

11 (33) "Some of those who worked with him felt that he spent much energy and time in chasing down blind alleys".

Assuming this to be true of Gepp:

- 11.1 Evaluate this approach to inquiry.
- 11.2 Why would Gepp adopt such an approach?

12 (37)

"Some of his friends apparently approached the Prime Minister with the suggestion that he (Gepp) was the man to head the C.S.I.R. Bruce replied that...he had something even more difficult in view for Gepp - the D. & M. Commission."

Speculate on any covert reasons which Bruce may conceivably have had against Gepp's applintment to the C.S.I.R.

13 (41-42)

Wadham writes: "Gepp had a positive genius for overcoming opposition":

Why would Gepp, on the one hand, initiate through the Government a Bill to give the Royal Commission the power (authority?) to force the production of data, and on the other employ tactics designed to informally circumvent consolidation of opinion against the Commission's inquiries?

14 (42-43)

Comment upon Gepp's "unique method for preparing a demurrer."

15 (32,43-44)

Assuming that, by 1936, Gepp had gained "an insight... into politics and the motivations of the political mind...," why would he arrange that Wadham "should meet a group of Cabinet Ministers and explain the Report to them", without apparently adequately briefing Wadham on the Ministerial attitude?

16 (41,44)

"Various businessmen warned him (Wadham) that 'Gepp would lead us up the garden path'."

"...never felt I was being 'led up the garden path'."

Explain how these two sharply differentiated views of Gepp may have arisen.

17 (51-52)

Assuming that the story of Gepp and the malfunctioning machine is not entirely apocryphal, do you consider such actions as Gepp's to be desirable for a Managing Director?

18 (53-54)

Whilst still Managing Director of A.P.M., Gepp's task as chairman of the Commonwealth Cargo Control Committee "was peculiarly frustrating and not entirely suited to a man of his individualistic temperament...he gave the impression of regarding the task as still too remote from the centre of activities of the national war effort and the appointment as one carrying insufficient prestige...frustrations caused him to become obstinate and he frequently rejected advice from people who were life-long friends and associates and often experts in their line."

- 18.1 What do you consider may have motivated Gepp's interest in the war effort?
- 18.2 Why would he be experiencing esteem needs at this time?
- 18.3 Do you consider the events leading to "Gepp's Folly" to be desirable administrative behaviour?
- 19 (55)

  "...this work consumed a great deal of his time, sometimes to the dismay of senior executives of the company who could not always gain immediate entrance to his office to obtain decisions on what they regarded as urgent matters".

Comment upon this example of Gepp's priorities.

- 20 (55-56) In the light of the way the organisations stand now, do you consider that the Australian Institute of Management and the Institute of Public Affairs fulfill the role in which Gepp cast them?
- 21 (57)

  "...he was both thinker and doer, dreamer and man of action; he had a deep love for research for its own sake and also a genius for translating the results of research into concrete terms..."
  - 21.1 Are these desirable qualities in an administrator?
  - 21.2 Are they typical qualities in an administrator?
- 22 (58-60) Gepp's "one interest in life was work".
  - 22.1 Consider Kemp's elaboration on, and illustrations of, this point, and comment upon them with relation to the concept of a balanced personality, and its relationship to administrative qualities.
  - 22.2 Relate this to the work ethic.
- "He was criticised quite fairly by many as being overaddicted to 'showmanship'. This tendency often arises from
  some feeling of inner insecurity, of being disregarded, passed
  over. The small boy likes to 'show-off' because he wants to
  attract attention to himself. It is a way of self-expression,
  satisfying to the 'ego'. In this one respect Gepp perhaps
  never completely grew up. The characteristic is not unusual
  in prominent men; the greatest of all, Winston Churchill,
  had his fair share of it."

What might account for Gepp's resort to this psychological mechanism?

- 24 (62) Do you consider that Gepp exhibited the hallmarks of a creative person?
- 25 (63)

  "His mind lacked something of the precision and tidiness and logical grasp that are often imparted by higher education.

  But perhaps it was as well. People whose intellects have been drilled and trained, cultivated to the nth degree, not infrequently lose something in the process. There often occurs an overrefinement, a loss of natural mental robustness and flexibility."
  - 25.1 Do you agree with Kemp's assessment of the consequences of higher education?
  - 25.2 Do you consider that Gepp would have been an even more able administrator had he had "an advanced formal education"?
- 26 (63) "...his practices departed a long way from his precepts".

Examine this statement and its implied consequences in relation to the theory which underpins:

- 26.1 Delegation of authority.
- 26.2 Span of management.
- 27 (64) Gepp's "Heath-Robinson" type of organisation responded, not without dangerous frictions, to the energies, the uncanny abilities, and the will and determination of the man at the wheel. Even so, there is no doubt that he could have achieved even much more than he did if he had followed more orthodox methods of organisation".

Discuss Kemp's final proposition.

- 28 (64) Gepp's "close day-by-day interest in his various departments and his knowledge of their detail problems certainly served to keep his senior executive staff on their toes and often to inspire them to do better than they might normally have done".
  - 28.1 Is this the most effective and efficient method of managing?
  - 28.2 How would you respond to such a method?
- 29 (67)

  "...his moods were unpredictable. One would be on top
  of the world one day, only to find that next morning he had
  been relegated to the bottom of the latter because of some
  minor indiscretion".

Comment upon this illustration of Gepp's human skills.

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- 30 (67) Consider Gepp's predilection for a "large staff of personal assistants".
  - 30.1 How does this confirm to the ideas underpinning the concept of a personal staff?
  - 30.2 What does this reveal of Gepp's attitudes toward the traditional forms of organisation?
- 31 (68) Consider Gepp's method of preparing a paper and the characteristics of the inevitable product. Reconcile these with Gepp's education.
- 32 (69) "He liked to think of himself as an authority on all subjects..."

Is this characteristic common amongst administrators of Gepp's calibre?

- 33 (69,55) Compare Gepp's abilities as a "platform speaker" and in "small gatherings and committees".
  - 33.1 Given his apparent lack of ability as a "platform speaker", why would Gepp be so predisposed to deliver papers and addresses to large gatherings?
  - 33.2 Do you consider Gepp's strengths in committee to be sound prescriptions for any administrator working in such groups?
- 34 (70) . Gepp "could at times be ruthless with those whom he felt had failed him".
  - 34.1 Is this a desirable characteristic in an administrator?
  - 34.2 When he made appointments that turned out to be unmerited he would deal harshly with the appointee.
    Comment.
- 35 (70) Gepp "was often over-kind to those who took pains to flatter him".

What does this reveal of Gepp's personality?

36 (70) Although Gepp would change his views when convinced they were wrong, he "would not overtly admit to error".

Is this a strength or a weakness in an administrator?

- 37 (71) Consider Gepp's attitude toward profits in business.
  - Was it self-indulgent, or was it compatible with the concept of an organisation as a dynamic entity?
- 38 (72) "Gepp would have revelled in the climate of growth and expansion of the 1950's and 1960's".
  - 38.1 Does this appear to be accurate in the light of the technological environment of those years?
  - 38.2 Would the human environment of those years have constrained Gepp's effectiveness as an administrator?
- 39 (73) Reconsider Item 22.2 against Gepp's insistence that the problems of Australia's development "would yield to industry, persistence and applied intelligence".
- 40 (74) "We, the leaders of industry, commerce and finance, have never yet realised our duty to society...the greater our job and our position, the greater our responsibility for social duty and performance.

Assess Gepp's views against present-day views of corporate social responsibility.

- 42 (75)

  If, in fact, Gepp did "cultivate leading politicians for his own personal advantage", do you consider that this practice is necessarily inconsistent with the role of a chief executive?
- 43 (75) "He would never accept the view that people were naturally indolent or incurably irresponsible".
  - 43.1 With which of McGregor's Theories would you associate such a stance?
  - 43.2 Is this stance consistent with other evidence of Gepp's attitudes toward employees?
- 44 (76) Compare Gepp's expressed views (of 1933 and 1918) on
  Australian industrial relations with present-day experience
  and attitudes.
- 45 (78) Do Gepp's expressed ideas (1942) on the worker as a human being reflect the work of Mayo?

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Was Gepp correct in his assessment that the development of the 46 (78) human "sciences" dangerously lagged behind that of the physical sciences? How can you account for Gepp's vacillation between "the 47 (80-81) private enterprise philosophy and the socialist philosophy"? 48 (81-82) Kemp categorizes Essington Lewis as a specialist, Gepp as a generalist. Does either of these categories stand out as most likely to contain effective administrators? How do you define "vision"? Is "vision" a necessary 49 (82-83) quality in an administrator? Gepp "knew" that the "post-war world would never accept 50 (82) the under-employed society, the alternating economic crises... of the pre-war world". With the benefit of hindsight, has Gepp's view been vindicated? 51 (83) "...Gepp's achievements were less than his almost unique qualities should have made possible".

Why was it so?