

A.S.

30/4/83

28th April 1983

You have spoken to Tessa on the telephone,
and this is just a line to confirm the
slight change of plan about Saturday,
30th April.

I am now looking forward to seeing you
here at 12.00 noon on Saturday.

IAN GOW

Alfred Sherman Esq

Sherman

3rd May 1983

As you know, Alfred Sherman came to see me on Saturday morning.

He handed to me a letter dated 22nd April which he had received from Rollo Clifford, of which I am enclosing a copy.

You spoke to Tessa on the telephone this morning; may I leave it, please, for your secretary to get into touch with her about an alternative date for our meeting with Alfred and Lord Cayzer?

IAN GOW

The Lord Thomas of Swynnerton



THE MAST ORGANISATION UK

MANAGEMENT AND SKILLS TRAINING

OSBORNE LODGE, 92 OSBORNE RD., WINDSOR, BERKS. SL4 3EN. Tel. (95) 52062

22 April 1983

Alfred Sherman Esq
Director of Studies
Centre for Policy Studies
8 Wilfred Street
London
SW1E 6PL

Dear Alfred

The Centre for Policy Studies

After our conversation last evening I agreed to put my feelings and concerns for the Centre down. Whilst I realise I am a relative new-comer to the Centre, I have a lot of experience in sorting 'The wood from the trees' very successfully in several leading companies. I do not have all the answers but I do believe in putting forward positive suggestions.

The Centre exists to produce creative ideas for policy development. As such; the creative thinker is the most difficult to measure in terms of performance: an idea comes in the twinkling of an eye or as a result of months of research. One thing is for certain no creative brain can work if it has to worry about the administrative and petty details of day to day life. Once creative brains have to cope with the 'little' things in life the spark goes out - and try as you like to work harder all you end up with is strain and frustration. This leads to petty infighting and point scoring that is the ruin of any successful business. It is in this light I present my conclusions.

The Problems

1. Lack of Funds

This is leading to the old case of 'spoiling the ship for a ha'pth of tar'.

2. Staff

If you do not have the money you cannot afford quality staff. Existing staff copy valiantly above and beyond their call but this cannot go on for ever. Good people cost money but, by taking the strain off the creative thinkers, are well paid for.

3. Output from Study Groups

In order to maximise the output from these groups the administrative back up has to be second to none.

Cont/...

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22 April 1983

Mr Alfred Sherman

Expecting people to give of their time free of charge is much easier when they see the results of their efforts quickly and efficiently.

Suggested Action

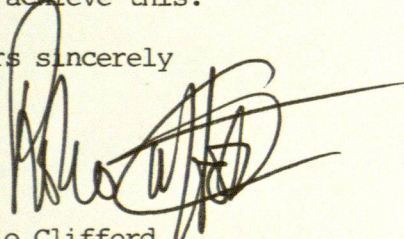
1. New funds should be raised at once.
2. Alfred Sherman must have a full-time efficient Personal Assistant (not a copy typist with a different title!)
3. The administration should be streamlined to produce a better idea per pound balance. The whole Centre is a living picture of itself - piles of paper everywhere - so called organised chaos. Actually it is the result of overwork by inexperienced staff. The Centre should be a tight ship humming at peak performance. The Captain of a destroyer does not need to go to his engine room to know it is clean, tidy and efficient. So Alfred Sherman's new Personal Assistant would keep his destroyer running to free him to chart the course.
4. More people who reflect the spirit of entrepreneurial growth and enthusiasm should be encouraged to help out and contribute. This will inject new sparks of enthusiasm and initiative into the Centre and its work.

"There are three sorts of people in the world
the people who make things happen
the people who watch things happening
the people who do not know what is happening at all"

Conclusion

As a Management Consultant I am privileged to work both in established business and new ventures. In the last few years the total attitude change in the business world is the most exciting thing I have seen in my life. The Prime Minister reflects and encourages this as no other has done since the War. The last thirty years are over and we are now into the next thirty years. I fundamentally believe the 80's to be a decade of monumental importance to the United Kingdom in this period. An efficient, creative and thriving Centre for Policy Studies will be essential to aid this. It would be a privilege and a pleasure to help you achieve this.

Yours sincerely


Rollo Clifford