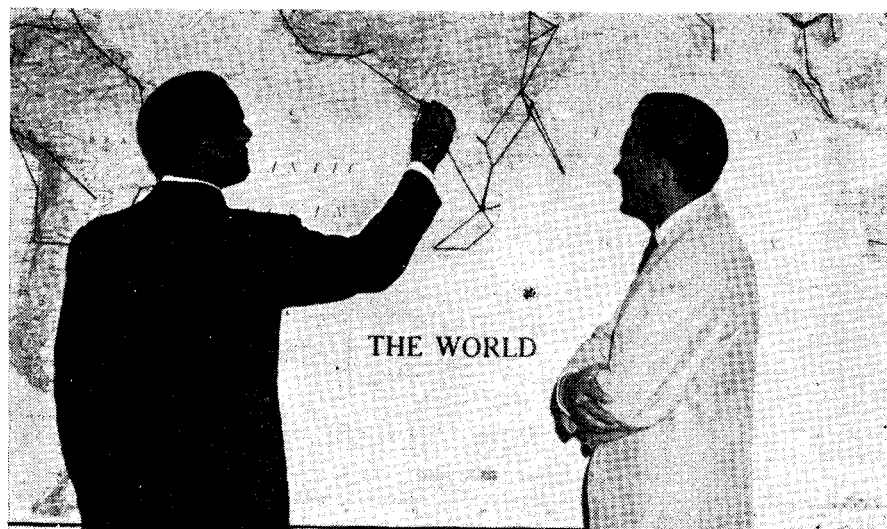
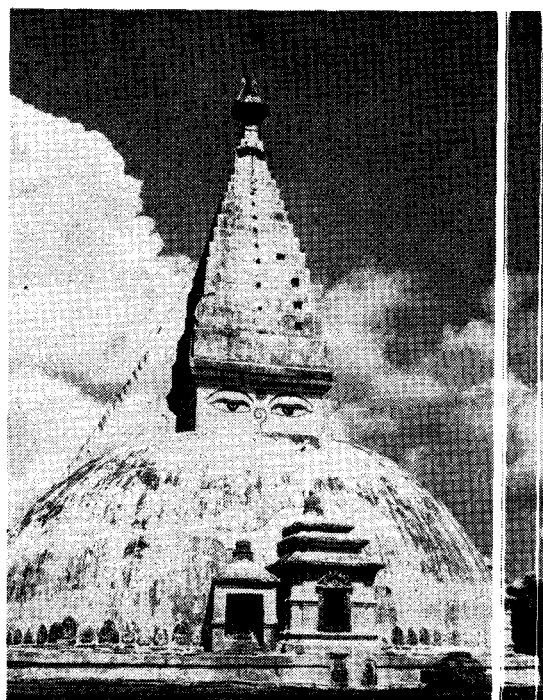


COURIER'S CALENDAR



—U.S. Diplomatic Courier Service photo.

Diplomatic courier Grover briefing a colleague before a trip.



—Photos by Jack Grover (from "Faraway Wonders," published by Hallmark Cards).

A building with eyes at Katmandu, Nepal—pre-Buddhist god Matsyendranatha's magic eyes watch all.

INURED as we are to gift calendars that feature kids, cats, and canines, or old masters and new nudes, we never expected to find a communications story lurking within the pages of *Faraway Wonders*, a wall calendar that ushers in the ensuing twelve months with camerawork by Jack Grover.

Even a hasty scanning of Grover's career record easily establishes him as a communications specialist, for he has spent the last twenty-two years as a diplomatic courier transporting classified U.S. Government mail to the nation's foreign service outposts around the globe. Official State Department statistics (the Diplomatic Courier Service is an arm of the State Department's Division of Communications and Records) credit him with more than 3,500,000 miles "in the safe, speedy delivery of diplomatic pouches to 164 countries and polities."

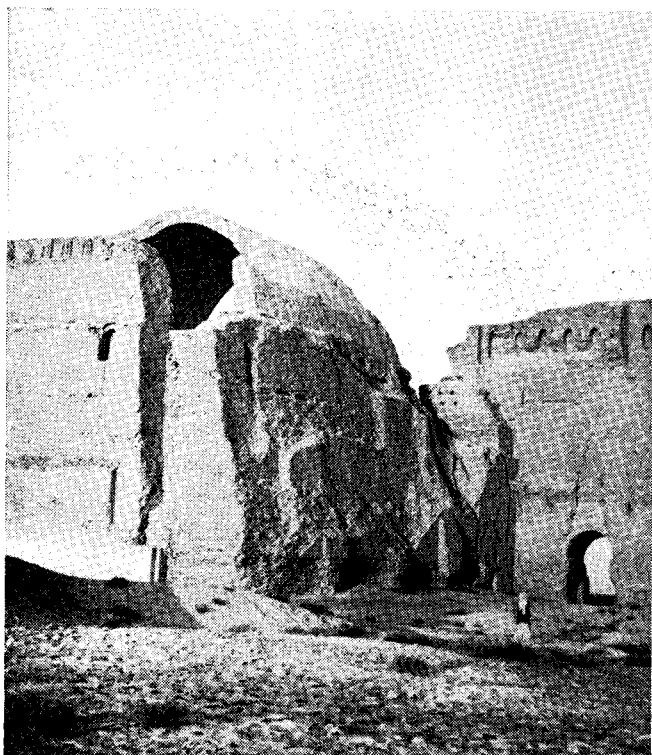
Since his flight luggage invariably includes a pair of cameras, Grover has managed to amass—in addition to a collection of exotic curios and a fluency in Spanish, French, Russian, and Arabic—a bulging picture file of the "faraway wonders" he has visited in transit. The calendar is only one of the by-products of his workaday travels; a syndicated column under the same title ran in some fifty newspapers for a number of years, and two books, *Wonders of the World* and *A History of the Courier Service*, are currently in preparation.

A nomadic native of Kansas City whose World War II years were spent in the Navy, Grover has since traveled

every route emanating from the Courier Service's three regional offices: in Panama serving the Western hemisphere; in Frankfurt covering Europe, Africa, and the Near East; in Manila servicing Australia, New Zealand, the Far East, and the Middle East. Midway in his career, he was deskbound as chief of the service in Washington—and could not wait for the day when he would be back on his "special delivery" circuit.

At the moment, too, he is off his regular run and once more grounded in Washington on special assignment to the State Department. As we talked, it became clear that "the lot of a diplomatic courier is not all foam-rubber airline cushions." Crash landings, accidents, riots, revolutions, ack-ack fire are par for the course—and the course may be negotiated in any manner of conveyance from gondola to jet. According to Grover, "the most colorful vehicle of all is the tonga—a horse-drawn carriage. You fly from New Delhi to Lahore, and then take the Khyber night mail train to Peshawar. There you are taken by tonga to Dean's Hotel, where a jeep from the U.S. Embassy in Afghanistan waits to transport you back to Kabul over the Khyber Pass."

In a historical monograph Grover has written, the courier tradition is traced back to King Sargon of ancient Babylon, about 3000 B.C. But the Diplomatic Courier Service itself is a mere fifty years old, born of the necessity of speedier liaison between Europe and Washington during World War I. Since then, the seven-man unit has grown to a staff of



The Great Vault of Ctesiphon in Iraq—world's largest unsupported brick arch, built in 550 A.D.



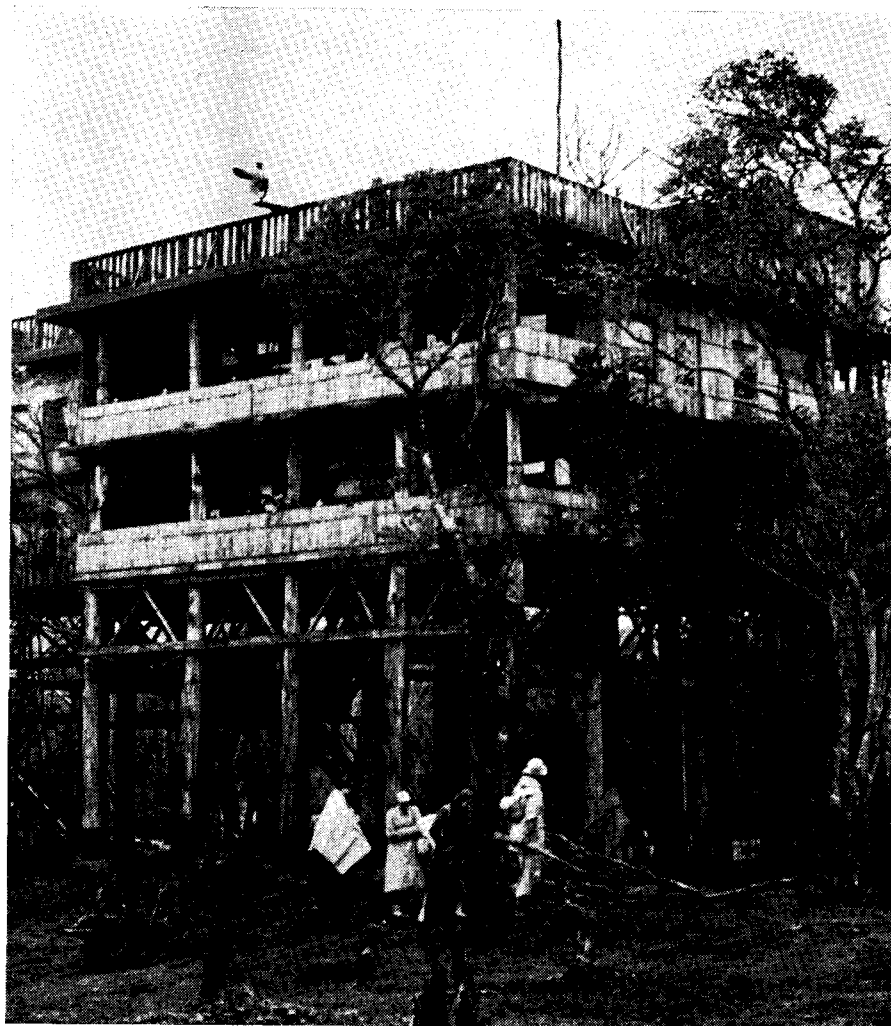
Pagoda guard at sacred Shwe Dagon, Rangoon—"Beware the dog" statue outside largest Buddhist shrine.

eighty-three, responsible in the aggregate for an annual mileage equivalent to twenty round trips to the moon—the measure of what is now needed to maintain a rapid, world-wide web of courier communications.

"The Service has never had a pouch or piece of mail stolen," Grover remarked, dispelling all our TV indoctrination into trench-coat intrigue and chained-to-the-wrist pouches. "We travel as inconspicuously as possible. . . . Couriers are always under observation, but the world governments let us pass through their borders without any difficulty. We all have our bad moments, but most of them are connected with the normal hazards of travel—delays, missed connections, crash landings, and the like."

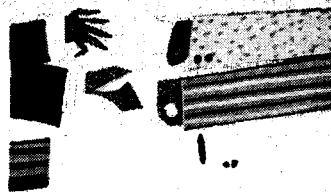
Briefings, tight flight schedules, waiting at airports, filing reports—this is the daily pattern that he likes to punctuate with intervals of picturetaking whenever time permits. "Even though I've made a trip a hundred times, I can still get excited about setting forth again. One reason is that I'm always hopeful of getting pictures of new places to bring back with me."

Though his Phillips Exeter classmates cheered his nimble quarterbacking on the football team, and Stanford University's class of '40 recognized him as its middleweight boxing champion and judo expert, neither school yearbook voted Jack Grover the man most likely to go far in this world. He has—with both diplomatic pouch and documentary camera well in hand. —MARGARET R. WEISS.



Treetops Hotel in Kenya, Central East Africa—Guests hike over roadless terrain to reach it.

Public Relations



Riding the Tiger

A SHORT time ago, the president of a leading chemical company said that his firm would not take the conglomerate road because of the great difficulty of managing unrelated business enterprises. To him, managing a conglomerate was like "riding a tiger." And among the many problems was the complexity of gathering the necessary information for decision-making.

Large corporations have always had enormous difficulties in developing effective internal communications among division managers. The lack of clear understanding of goals and the paucity of accurate information and facts on which to base judgments—all can lead to grave trouble. This is problem enough in one field corporations, but a communications gap in a conglomerate corporation can bring disaster. Not many conglomerates have been able to develop proper communications, and some have already shown signs of serious loss as a result of this failure.

When something goes wrong in conglomerates where growth has been so fast that there is little effective internal communication, the telephone is often the only way central management can learn what is happening in a division far distant from headquarters. In other cases, there is almost no formal communication structure; the bottom profile is the only measure of performance, and when the black turns to red, it is then often too late to make the corrections which might have prevented major loss.

One of the most successful of the new breed of corporations with its scores of unrelated businesses is International

Telephone and Telegraph Corporation. This multi-national, multi-product corporation is made up of some 200 companies in sixty-seven countries, with 241,000 employees world-wide. Since Harold S. Geneen became president and chief executive in June 1959, he has directed fifty-nine major acquisitions, thirty-five of them in the United States and the rest in various parts of the globe. Today, ITT consists of such diverse companies as car rental (Avis, Inc.); hotels here and abroad (Sheraton Corporation of America); publishing (Howard Sams & Company, including Bobbs Merrill); housing (Levitt & Sons); chemical cellulose and lumber (Rayonier, Inc.); silica for glass, chemical, metallurgical, and building industries (Pennsylvania Glass Sand); as well as its old basic field of manufacturing communications equipment.

When Mr. Geneen took over ITT it was virtually a one-product company, with 119,000 of its 132,000 employees overseas. And with 75 per cent of the operations abroad, it was run almost entirely by mail by one man with a small staff in New York. Since ITT's present chief believes decisions cannot be made without the relevant facts obtained at the source, the company now has a carefully structured internal communications program, which is certainly one of the best of any multi-product, multi-national company. To Geneen, "there can be no efficient modern management worthy of the name without a good, smooth-working internal communications system geared to produce facts rapidly and regularly." To him, "good management is really the gathering of timely, factual information from which necessary decisions are made."

ITT's communications function for management falls into two general areas: regularly scheduled meetings and travel; regularly scheduled written reports backed by a world-wide telex system plus extensive use of the telephone. Nor are these meetings and reports and travel curtailed because of cost or effort. They are so vital in ITT's scheme that more than \$3,000,000 is spent annually in executive travel alone to make certain that communication is as complete and firsthand as it is possible to make it.

The meetings include monthly sessions of the board of directors held at New York headquarters every second

Wednesday of the month. Here Geneen reports to his board. Of the sixteen board members, seven are officers of the company. Next in line is the general management meeting. It is held every month and is attended by ITT's top New York executives, about fifty, which is the entire top management including area staffs. They are responsible for the management of ITT.

Beneath this comes the management policy committee meeting. It is held on a regular monthly basis to discuss overall company policy. Present are nine of the senior company executives, and the group is chaired, as is the general management meeting, by the president of the company. The business plan objectives and budget reviews meetings are also chaired by the president in New York. Here the top-level executives and their staffs meet with company management to review plans. A similar meeting is held in Brussels to review Europe, Africa, and Middle East plans. These are attended by top New York-based executives. All other areas are reviewed in New York. After plans are approved, they become the basis for the following year's performance.

Then come the area meetings. In the area headquarters abroad, the management of each of the involved companies meets on a regular basis at sessions chaired by the area chief executive. Top New York executives attend. In addition, at ITT Europe headquarters in Brussels, two special groups made up of area staff and company representatives meet monthly to plan future moves. These are attended by top New York-based executives and are called the European Advisory Committee and the Strategy Action Board.

There are also area monthly staff meetings. ITT Europe meets in Brussels; ITT North America, Latin America, Far East, and Pacific meet in New York, Buenos Aires, or Hong Kong; ITT Africa and Middle East meet in London headquarters. There are also department



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