

the world, but the process of industrialisation of agriculture and the organisation of large scale farming depends upon many local factors and traditions and upon the individual characteristics and the social structure of the people concerned.

This means that those of you visiting Canada should use the Canadian experience as a guide and not necessarily as a direct example.

Of course there are certain basic rules about human behaviour which are universal. For instance, the same problem looked at from the board room and the shop floor is bound to appear entirely different. The people concerned are basically not all that different, but people react according to the position they are in. A man's job colours his way of life and his way of thinking. I remember a typical example. After six years mostly at sea in the Navy during the War I spent a short time in the Admiralty. At once I fell into the general habit of looking at everything from the Admiralty point of view. The people at sea were obstinate and slow to see the value of the Admiralty's ideas and so on. Some time later I went back to sea again and immediately found myself cursing the Admiralty profoundly for failing to understand the problems of people at sea.

Everybody knows how potent jealousy and envy can be and yet how seldom are matters deliberately arranged so that these destructive emotions are avoided? It's no good saying people shouldn't be so small-minded. These emotions exist and allowances must be made for them.

Perhaps the most universal characteristic is so-called "face". It is difficult to define, but if loss of "face" is involved people simply will not climb