

from his work station to the men's living quarters on the barge. When he did not arrive at the living quarters, a search party found the head and clothing of the man before locating the bear, still clutching the remains, 300 yards from the camp.

Northwest Territories law forbids anyone but natives to kill a polar bear. When the Royal Canadian Mounted Police flew to the scene from Inuvik, they brought with them a native who then shot the animal. Before that, a native worker failed to shoot it with a faulty war surplus rifle brought from another camp.

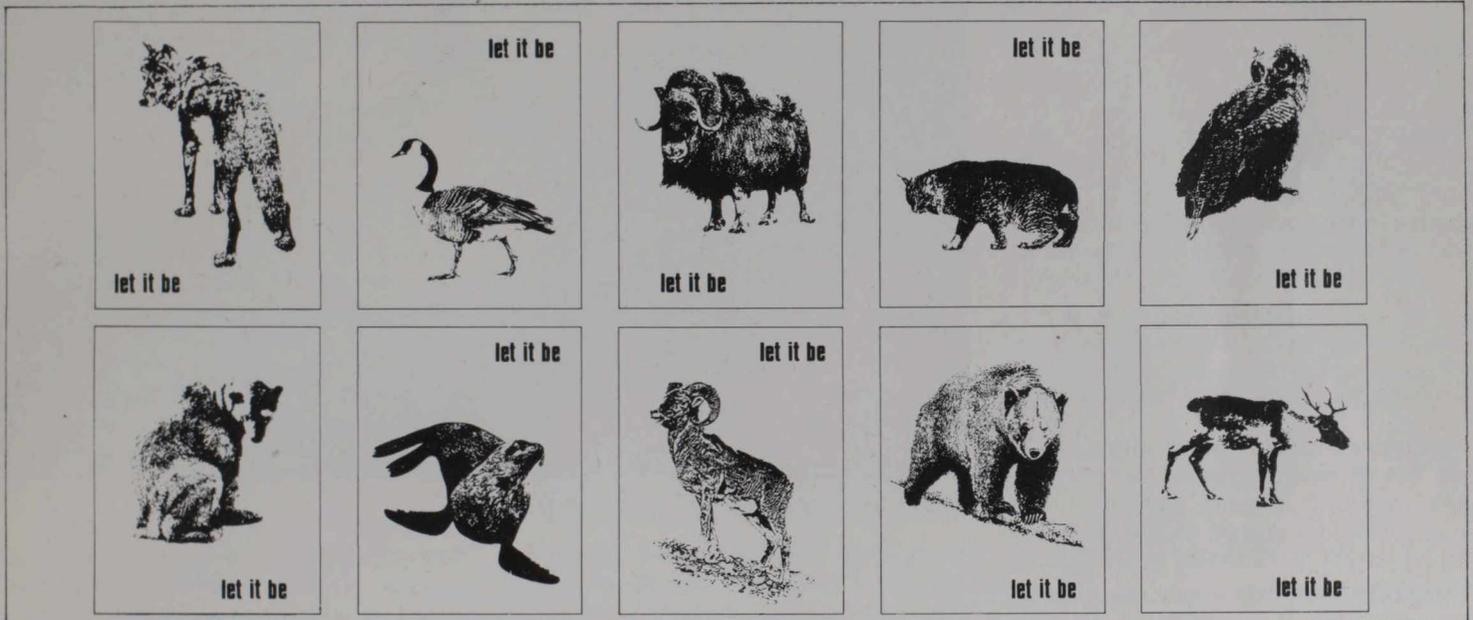
The laws based on conservation were thus rigorously and surprisingly upheld.

Yet the appalling story suggests that the case for conservation of humans in Arctic regions also deserves attention. There should surely be a better procedure for forewarning and forearming. This same bear was seen garbage hunting by oil workers at a nearby camp several days before the attack, but it was not reported either to the oil company concerned or to the RCMP.

The polar bear population of Canada is not, in fact, considered to be seriously endangered as are those in other Arctic countries, a factor recognised in an International Agreement for the Conservation of Polar Bears which provides for better collaboration among Arctic nations

in research and management of these animals. Signed by Canada, Denmark, Norway, the United States and Russia, the agreement makes special recognition of traditional native hunting rights in Canada.

Eskimo and Indian settlements are allotted a maximum annual kill quota. A settlement which does not want to use its whole quota can sell a polar bear permit from its quota to non-native hunters, but the hunts must be carried out with a native guide using dog teams and traditional methods. ♦



Businessmen learn from forces

By J. M. Greene

Canadian businessmen are beginning to discover that the armed forces are way ahead of them in leadership education — so much so that leading industrial firms have been sending their young executives on the intensive one-year training course run by the National Defence College at Kingston. Among the firms that have used this course in recent years are Bell Canada, Du Pont, CIL, IBM Canada, Canadian National, and United Aircraft of Canada.

The development springs from a growing realisation that managerial techniques learnt within business are not in themselves enough to make for good management. In the words of Don McGaskill, a lecturer in business at York University and President of Connaught Laboratories, "A good manager cannot be good without being a leader as well. If you are managing people, you must be a leader."

In a programme on "Leadership" shown on Canadian Television, McGaskill gave the opinion that many business leaders hide in the corner too much. They aren't visible and don't communicate with their employees and tell them what is going on with the result that "there has too often been loyalty to companies rather than loyalty to individuals — loyalty from the boss to the employees and from the employees to the boss."

He believes that giving employees rank rather than title might be productive. What would be wrong with management walking out into the plant and inviting employees to get together and elect a new foreman? "They might know more about who is qualified than we do."

So far business has concentrated on refining its leadership into a science of management — to find systems that will

avoid the fatal mistake. For business has this vulnerability, compared with other units of society: "A single mistake or miscalculation and the whole company could disappear along with the investments of shareholders and the jobs of hundreds of employees."

But, says McGaskill, something is lost in this process. Business has put the emphasis on managerial skills and just hoped that leadership qualities would emerge by themselves — thus creating a vacuum into which the unions move.

Researchers working for the television programme on "Leadership" found that the unions as well as the Armed Forces were ahead of business in the development of leadership qualities. Jerry Lawton, producer-director of the programme, commented: "The unions sometimes take over the roles abdicated by business. The