

## Wilderness Period : 1971A

(01-15 January)

From 28th October 1970, when I had the offer of a Senior Lectureship in Management Studies at Hatfield Polytechnic, I devoted what time I could to preparing a report to the Home Secretary, as advised by RA Butler, former Home Secretary. I finished the Report over the Christmas 1970 and the New Year 1971 Season

Meanwhile I had accepted the appointment at a salary of £2750 p.a., subject to contract on my side and subject to confirmation of fitness by the County Medical Officer, for which purpose I completed and returned a Medical Form. Hatfield Polytechnic was administered by Hertfordshire County Council so the formalities of the appointment were dealt with by County Education Department.

HERTFORDSHIRE COUNTY COUNCIL		E. G. 1/56A.
COUNTY HALL, HERTFORD, HERTS		
My Ref. AS/ MRS/73290	EDUCATION DEPARTMENT	TELEPHONE: HERTFORD 4242
Your Ref.	S. T. BROAD, M.A. COUNTY EDUCATION OFFICER	EXTENSIONS: 5042/5083/5083
30th December 1970		
The Hatfield Polytechnic	Cty. Ref. No.	976
Name Mr. Harold Vincent Beck	Date of Birth	22.9.24
Dear Sir or Madam,		
1. The County Council consent to your appointment viz:-		
(i) as Senior Lecturer		
(ii) with effect from 1st January 1971		

There had been surprising response when I phoned E. Roberts, Secretary and Academic Registrar of Hatfield Polytechnic, with a query - he told me that the Police had been speaking to him favourably about me.

### Monday 04 January 1971

I received a letter from the County Education Officer, S.T.Broad, saying that the County Council consented to my appointment as Senior Lecturer from 1st January 1971, setting out Conditions of Employment and asking me to provide documentary evidence of previous gainful employment so that the scale salary could be calculated. An acceptable alternative to obtaining documentary evidence from former employers was to make a statutory declaration before a Commissioner of Oaths.

I also resumed the 'battle' over undemocratic processes in the IEE by writing to F .Jervis Smith, IEE Deputy Secretary and Secretary to investigatory Committee.

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There followed a response from F. Jervis Smith and an exchange of letters with Professor John Brown. I also worked on Hatfield Polytechnic Management Centre projects ahead of taking up my appointment.

\* \* \*

### Monday 11 January 1971

I had, with some trepidation, drawn up a statutory declaration listing previous employment, dealing with the period since leaving M.I. by describing myself as an Independent Consultant. I set out my teaching experience at University of Cambridge and the educative aspects of my activities jinn my two Professional Institutions.

I struck lucky regarding the signing of the Declaration. At a Masonic social gathering I asked a solicitor friend to recommend a Commissioner of Oaths. He said he was one such and there and then I signed it and he witnessed it. I delayed sending the Declaration to S.T. Broad.

## Tuesday 12 January 1971

In the morning I received a copy of the Draft Report of investigatory Committee, handwritten by the Chairman, G. Millington. Its contents prompted me to write immediately to a barrister friend and neighbour asking his opinion about the report. He returned the papers the same day and wrote:-

What a pothor!

The value of committees of that sort is that they enable both sides to concede a few points and agree to differ on others, so that they can work together in future.

I had not disclosed to my friend the much more serious circumstances in which my action regarding undemocratic processes had been taken, which is why I could not take up a compromising stance.

## Friday 15 January 1971

So, after five years, we come to my last day in the wilderness! What a day it was! A good accompaniment was the January issue of the Parish Magazine which contained the second of my KITA articles – it was only local and most in the Parish would not understand the points I was making but it gave me some satisfaction that I had gone into print.

I had received papers concerning the final meeting of the Committee on Electronics Design, which had taken place in a deplorable manipulative fashion on 10th December 1970. The papers were a powerful reminder that the Electronics route was blocked.

In the morning I went to the IEE, Savoy Place, for the final session of the Electronics Division ad hoc Committee set up to look into undemocratic practices within the Institution. The Committee found against me - and, as has been described, while it was proceeding the manipulative practice of diversion had taken place, demonstrating one facet of the problems I was encountering.

I had not been surprised by the outcome. I harboured no ill-feeling towards the elected members of the Committee appointed to carry out the investigation. Thus, when after the meeting the elected members invited me to lunch with them in the Institution Refectory, I accepted without hesitation. My opinion of the Secretary to the Committee, a paid servant of all IEE members, differed greatly from the regard in which I held the Committee members but I tolerated his presence at lunch.

Over the lunch I was the recipient of some very interesting comments. First it was said, with considerable emphasis, that I had shown the desirable qualities necessary in a Cabinet Minister such as Anthony Wedgewood Benn. The point about my showing Government Minister qualities had been made previously, for example by Eric Eastwood, and I did not take unkindly to the comment as such. The citing of Wedgewood Benn, however, bothered me greatly for it implied a Labour allegiance.

### KITA SYSTEMS—II

Theo. E. Klinal

The carrot and stick approach to man management -- by the application of positive and negative psychological KITA—can range from simple, single incidents to complex campaigns or systems of events. The single KITA is sometimes extremely useful, as for example when a large negative stimulus is included in a letter to deter the recipient from showing it to anyone else. Much more effective, however, are systems of KITA. Their total effect is far greater than the sum of the individual incidents in the system.

There are several types of systems:

**Coincident KITA.** The simultaneous arrival of positive and negative KITA to steer the employee in the required direction. The negative ones indicate a blocked path while an open route is signposted by the positive stimuli.

**Impulse KITA.** Generally, a massive negative KITA is delivered which increases the employee's suggestibility to a modest positive one.

**Alternating KITA.** Positive and negative KITA presented in succession. A softening-up or "unfreezing" process. Kept up for long enough, it can produce inertia, confusion, hysteria.

**Sequential KITA.** A series of KITA presented in sequence over a period of time so that the required attitude or emotional state may be built up. For example, by presenting a series of positive KITA, a feeling of euphoria may be created.

**Reverse Impulse KITA.** The sudden reversal from a long period of sequential KITA of one sign to an impulse KITA of opposite sign is very effective in producing a required response from the employee.

**Direct/Indirect KITA.** KITA of one sign are delivered outwardly—for example by the written word—while at the same time KITA of the opposite sign are delivered indirectly, through hints, etc. Where the direct KITA are negative, the employee is led to prefer and becomes dependent on the encouraging indirect stimuli. i.e. conditioned to respond to hints, nuances, etc., rather than to the direct word.

*Quote:* "We have ways of coercing people without their knowledge."

*Query:* Can the use of these techniques be justified?

### CHAPTER AND VERSE

"I am disgusted", fumed the vicar, "to see the men in this village walk straight out of church and into the public house".

"Why not?" commented the verger.

"Every man has a right to thirst after righteousness".

The Minister was giving instruction to a Sunday School Class. "Now, boys", he asked, "suppose I saw a man beating a donkey, and stopped him, what virtue would my action show?" To which a bright pupil replied, "Brotherly love, sir!"

*New Zealand Outlook*

Another memorable event at lunch was an assertion that I would now quietly join an as yet non-existent ad hoc Committee on Design being set up in another Division which itself had yet to come into existence. This strongly reinforced my view that there was a hidden agenda behind the unnecessary haste. I probably suspected but at the time was far from certain that accession of the GEC Chairman, Lord Nelson of Stafford, to the IEE Presidency was a significant motivation for the manipulative behaviour. The certainty came about 25 years later when I got sight of the CONFIDENTIAL Electronics Division Chairman's Advisory Committee Minutes for this period.

Finally, there were pointed references to the Duchy of Lancaster. It must have meant something but I wasn't sure what.

I had not been downhearted by the Committee's rejection and the message-passing over lunch for I had decided to give effect to the advice of Lord (R.A.) Butler some three months before by delivering my Report on the extraordinary happenings in my life to the Home Office, Whitehall. I had with me the Report which covered much more widespread and vital issues than had arisen in the IEE. In view of the comment about Wedgewood Benn I was especially glad to have clarified my political leanings in a covering letter to the Home Secretary, Rt. Hon. Reginald Maudling.

I delivered the Report to the Whitehall offices, addressed to the Home Secretary by name and marked PERSONAL AND STRICTLY CONFIDENTIAL. I have a vague recollection of being asked to take the package myself to an office on the first floor - there was very little by way of security barriers needed at that time. Having delivered the package, I went straight home.

Acknowledgement of the receipt of the Report was made a few days later but I did not receive it for some weeks because of industrial action by Post Office workers.

### **Saturday 16th January 1971**

I wrote to the County Education Officer accepting the offer of the post of Senior Lecturer in Management Studies in Hatfield Polytechnic enclosing the Statutory Declaration. I was out of the wilderness.

Harold Beck  
July 2016

