THE ASSOCIATED ETHYL COMPANY LIMITED
ARTILLERY HOUSE, ARTILLERY ROW, LONDON, S.W.1

Telephone: ABBEY 3974 *Telegrams:* ETHYLPORT, SOWEST, LONDON

OUR REF.

YOUR REF.

26th March 1952.

Dr. R.A. Kehoe, M.D.,
University of Cincinnati,
The Kettering Laboratory,
College of Medicine,
Eden Avenue,
Cincinnati 10, Ohio.

Dear Bob,

Your letter of March 8th and Dr. Boyd himself reached London on the same day.

Dr. Boyd is brim-full of enthusiasm over his visit to you and has expressed deep gratitude for the opportunity offered to him to spend some time at Cincinnati under your direction. He is most anxious to spend some further time with you, and I have told him that we also are anxious that he should do this. The immediate problem is one of timing since Boyd will be fully occupied during the next 12 or 18 months in getting his Department organised and in assisting in the staffing and starting up of our new plants.

I am delighted that you formed such a high opinion of Boyd. As you say, he has many excellent qualities and, in addition to his professional ability, is a most likeable individual.

He has been most frank in discussing his problems with me, and I believe he is satisfied that they will receive sympathetic consideration. I am in complete agreement with the need to keep alive his interest in and familiarity with the general field of medicine, and Boyd understands that this primarily rests with him. In other words, it is up to Boyd to create his own opportunities and he can rest assured that he will receive both sympathy and support from me.

I am sure that, as a result of his visit to you, Boyd has a very much better appreciation of what is required of him and, subject always to his finding the necessary satisfaction in his work, I am sure that he will turn out to be

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the man we are looking for. You put your finger on the spot in saying that everything depends upon whether he finds satisfaction in his work. Boyd has been most frank on this point and I understand and appreciate his attitude.

Boyd is anxious that, in due course, Dr. Barry should visit Cincinnati and I am at one with him in this. Again it is a question of timing, and I doubt whether it will be possible for Boyd to spare Barry during the next 12 months which we expect to be an extremely busy period. During this time, we shall have to employ approximately 1,000 new men, and it will be no mean task to start up the new units with only a small nucleus of trained personnel. Both Boyd and Barry can contribute materially to the smooth running of this operation, and I am sure they both appreciate that this will be the first call upon their time.

I am in complete agreement with the principles you enunciate in regard to the troublesome matters arising out of the tank cleaning incident at Poole. It was most unfortunate that this incident should have coincided with Boyd's employment by us since the very fact that he had no pretention to being an expert in this field tended to complicate further an already complex situation.

Boyd will no doubt have told you that it was not his diagnosis that was in question but rather its presentation in a report which might, in certain circumstances, have required his defending it in a Court of Law. My main concern was to prevent Boyd from precipitating himself into a position which, in view of his lack of experience, might have caused him serious professional embarassment.

Boyd and I have discussed in detail the principles arising out of this particular matter, and I have made it clear to him that at no time will any pressure be brought to bear to influence his professional opinion. On the other hand, he must understand that, for so long as he remains a whole-time employee of this Company, he must regard himself as coming under my jurisdiction. This requires that he has confidence in my integrity and good judgement and, if at any time he finds my attitude in conflict with his professional position, he must decide to sever his connection with the Company.

I both hope and believe that Boyd will have as much confidence in the management of this Company as we have in him and, if this turns out to be the case, I think it most unlikely that any difference of opinion involving his professional position is ever likely to arise.

I cannot express adequately my gratitude to you for having given Boyd such a wonderful opportunity. His whole outlook has broadened, as indeed we hoped it might, and the benefits of his visit go far beyond the technical and professional knowledge that he has gained. Subject always to his finding satisfaction in his work, I believe that we have every reason to be pleased with our choice.

By the way, I am sending you a copy of Chester Wilmot's "Struggle for Europe". It is an excellent book and well worth reading even although at times the going is rather heavy.

With best wishes and kind regards,

Sincerely yours,

Roy

T.R.A. Bevan

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