

## Management Consultant Uses Waspish Wit At Conference

By DAVE STOCKAND  
 MONTREAL (CP)—There are countless ways, says Peter F. Drucker, of travelling back-near-myths of traditional business in business while trying new philosophies.

At a seminar here this week Mr. Drucker is an American management consultant with a Management Centre of the

ness compared to hospitals, universities and governments," Mr. Drucker said.

"The standards are pretty high... Most executives work very hard—too hard, frankly."

**CLEAR SIGNALS NEEDED**

The top executive should be in a position to give clear signals to his organization, Mr. Drucker said, but all too often two-thirds of his time is not his own.

A dynamic executive is, in the Drucker definition, "one who can't sit still for two minutes."

Managers love crises because they need the feeling of being close to events—if there isn't

one handy they'll invent one.

"The crisis does something you need," Mr. Drucker told his executive audience, "but be sure it's the right crisis."

**KNOW RESOURCES**

He said the really achieving businesses, the handful of world-beaters, are led by opportunity people and not problem people.

They have as a common denominator a knowledge of where their effective resources are, the test being a company's ability to abandon products and services when they become problems.

Companies that don't abandon will have no resources for the opportunities because the money and manpower won't be available.

The achieving companies concentrate; they don't sprinkle. The really successful operators know they've got to take the risk of missing something.

"It is better to choose the wrong priority and get something done than do a bit of everything and get nothing done," Mr. Drucker said.

**ST. LOUIS**

Word has been received of the sudden death of Alfred Arsenault in his 51st year. Mr. Arsenault and his family had moved from St. Louis to St. Catherine's, Ontario some years ago.

Local residents who attended his funeral included his sister and brother-in-law Mr. and Mrs. Arthur Morten, a brother, Albert, Eddie Trembley, and Lawrence Richards.

John Myers has returned to his home in St. Louis after spending some time in the Prince County Hospital as a result of a broken leg.

Mr. and Mrs. Dwayne Marchand, Summerside, were recent visitors at the home of Mr. and Mrs. Eddie Bernard.

**THE UNHAPPY WARRIOR**

Relations With Quebec Have Desperation Air

By PETER C. NEWMAN

Lester Pearson's relations with his Quebec followers have about them an air of desperation, somehow reminiscent of the famous cry uttered by a nineteenth century French revolutionary named Alexandre Ledru-Rollin. Amid the confusion of a rampaging Parisian mob during the February Revolution in 1848, Ledru-Rollin was heard to shout: "I've got to follow them—I am their leader!"

The Prime Minister's dealings with Quebec Province have been the source both of his most impressive achievement and his most agonizing humiliation.

It is undeniably to his credit that Pearson has provided the main impulse which has helped to bring under control the centrifugal forces threatening to split English and French Canada. No other politician could have done it. By personally identifying himself with the broad goals of the Quebec Revolution, Pearson has held the country together, effecting a profound national transition without a national convulsion.

But at the same time, Pearson's unwillingness—or inability—to cope with the curious behaviour of his Quebec colleagues has plunged his administration deep into the purgatory of political scandal.

In his brave attempt to find antidotes to the toxins of Quebec separatism, Pearson has been caught between the two worlds of French Canada: the new world trying to be born which gradually is producing a new breed of politicians who view their profession as a public trust; and the other, very old world peopled by the professionals who still regard politics as a lucrative private enterprise.

**TOO LATE**

In picking his Cabinet colleagues from Quebec Pearson has acted as though he believed the essential difference between the New and Old Guard politicians was minor ones of political philosophy. He found out too late that in some instances the demarcation line also involved codes of personal conduct.

Although his government's policies are generally in tune with the aspirations of the new Quebec, some of his French Canadian ministers and their assistants still owe allegiance to the established morality of old-line Quebec politics.

This unusual mixture of New Guard policies and Old Guard advisors—is the result of a long procession of events that began when Pearson was first elected leader of the Liberal Party in 1958. There was a good chance at the time that Jean Lesage, then MP for Montserrat, would become his chief Quebec advisor and lead the federal Liberals in progressive influence. But Lesage departed Ottawa on June 15 of that year to become Liberal leader in his home province. The vacuum he left was quickly filled by Lionel Chevrier MP for Montreal-Laurier and the ranking French-Canadian Liberal. As a result, for the next five years, Pearson's interpretation of French Canada came from a man who had little affinity with contemporary Quebec.

Chevrier had set in the Commons for Cornwall, Ontario from 1955 to 1964. When he moved to Montreal, late in his middle age, he was quickly adopted by the Old Guard Liberal machine and became their ambassador in Ottawa. After the Liberals formed the government in 1963, Pearson relied on Chevrier more heavily than ever, appointing him minister of justice and deputy prime minister as well as Quebec leader.

**CHEVRIER INFLUENCE**

Although Chevrier's name has not been involved in any of the recent scandal charges, his influence set the tone of the Pearson Government's early recruitment in Quebec. It was Chevrier who brought Raymond Denis, the executive assistant whose alleged bribery attempt is being investigated by the Dorion Commission, to Ottawa, as well as sponsoring Guy Rouleau (The MP whose behavior is also under study) as the Prime Minister's parliamentary assistant.

This approach to politics so distressed the younger more progressive elements in the Quebec Liberal Party that by April 1964 the organization was split into provincial and federal factions. In the meantime, Chevrier had been rewarded further with the plum of the nation's diplomatic appointments, the job of High Commissioner for Canada in Great Britain.

Guy Favreau, who was appointed as Chevrier's successor both in the justice portfolio and as Quebec lieutenant, is a New Guard adherent by temperament. But Favreau owes much of his power, including his parliamentary seat, to the Old Guard. (His riding of Montreal-Papineau was held from 1953 to 1962 by Adrien Meunier, who gave up his seat for Favreau in 1963 and actively campaigned on his behalf. Meunier was rewarded by Chevrier with a judgeship in the Quebec Superior Court and has since been sentenced to two years in jail for perjury.)

Although the verdict on his behaviour as Justice Minister, now under investigation by the Dorion Commission, won't be in for two months, there's little doubt that Favreau has demonstrated a spectacular inability to judge the political implications of his actions.

Pearson's other chief Quebec advisor, Maurice Lamontagne,

has also become a political liability—partly because of his jay-when-you-feel-like-it furniture deals, but mostly because he is a transitional figure without a power base in either camp.

It's clear that if Lester Pearson intends to claim for his government the continuing support of the new Quebec, he will have to re-vamp drastically the French Canadian leadership of his Cabinet.

**DOMINATES DISCUSSIONS**

In the nervous groping for alternatives currently under way in the highest circles of the federal Liberal Party, the name of Forestry Minister Maurice Sauve has dominated the discussions. A left-wing lawyer-economist with Gallic charm and an impatient approach to power, Sauve is the only member of the Pearson Cabinet who commands a genuine rapport with the post-war generations of both French and English Canada. Although he has powerful enemies among the province's old Guard politicians, their downfall will probably pass the reins of power into his hands.

Sauve's main assignment, if he does in fact gain the Quebec lieutenantcy, will be to bring about drastic reforms in his Party. These reforms are particularly vital now since the recent scandalous allegations involving French-Canadian Liberals have prompted an outcry from English Canada. This protest is directed ostensibly against the doubtful ethics of the politician involved, but more seriously, it is threatening the whole structure of federal initiatives, designed to placate Quebec's burgeoning nationalism.

These policies have drastically altered the functions and the range of Ottawa. They range from minor to major innovations—from the broadcasting of the Dominion Observatory's time signals in French, to the dismantling of Ottawa's august fiscal powers. (At the beginning of 1965, Quebec was being allocated 13 per cent of personal income taxes collected in the province; by 1966, including equalization payments and opting out compensation, the province's share will exceed 70 per cent.)

**SHIFT OF INFLUENCE**

Pearson's deliberate weakening of the federal structure is based on his conviction that Confederation can be preserved only through a major shift of influence from Ottawa to the provinces, to allow more dynamic regional development. He is the first prime minister of Canada to accord Quebec a special status, referring to the province in various speeches as "a member of a national partnership," "more than a province, because it is the heartland of a people" and "in a very real sense a nation within a nation."

To provide a framework for his new approach to federal-provincial relations, Pearson has devised the doctrine of cooperative federalism. It involves participation of provincial governments at three new levels: pre-consultation on most federal policies; consultation in the actual formulation of these policies; and co-ordination in their implementation.

So far, this approach has remained little more than a slogan, justifying Quebec's influence on Ottawa decision making. But the long-term implications of "cooperative federalism" are tremendous, amounting to an entirely new method of public administration for Canada.

In his dealings with Quebec, Pearson has never shown any reluctance to adopt the new ideas stirring in that province. But he has shied away from the new breed of men who personify them. The recent scandals seem to prove that he can't have one without the other.

What's Lester Pearson really like? Tomorrow's article describes the daily operation of his office and home; what he likes to eat, to read; his affinity for sports and his unusual sense of humor.

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**Vote Allegation Goes In Record**

OTTAWA (CP)—An allegation has gone into the House of Commons records that 49 per cent of the names on the voters list in one poll in Burnaby-Coupland constituency for the 1963 federal election also appeared on the lists in other federal constituencies in British Columbia.

The allegation is included in a letter to the Commons election committee from Morland T. Brown of New Westminster, B.C. The letter was tabled in the Commons Wednesday.

In reporting the tabling Wednesday, the Canadian Press erroneously quoted the letter as saying that 40 per cent of the names on the list in the entire constituency were duplicated in other ridings.

One sentence in the five-page longhand letter said "poll one Burnaby-Coupland was duplicated elsewhere in B.C. to the extent of 40 per cent."

The official report on the 1963 election shows there were 41 names on the list in poll No. 1 and the 39 cast votes.

NDP leader P. C. Douglas, who won the seat, received 26 votes. The others were: Rene J. Gagnache, Social Credit, 15; Tom Kent, Liberal, 1; Lois Morrow Conservative, 11.