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S.G.Somani,
Member, Executive Committee,
Bombay Management Association.

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Excerpts from the address of Professor
C. Northcote Parkinson
on 23-2-70, under the auspices of
The Indian Merchants Chamber, Bombay.
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Briefly reviewing the current state of crisis in Society, Professor Parkinson lamented the loss of a sense of authority in general and the role of father in modern society in particular. He mentioned three important factors that are essential in asserting parental authority:

1. The impression of skill and ability. This is obvious in the agricultural society where most of the tasks are performed under the observation of the family. This is not possible in the present industrial society, he said.
2. A sense of security. This was a means to establish leadership which is now considerably weakened owing to a feeling of affluence.
3. The role of fear. The professor reviewed the position of a father in a family - at whom the child looked with wonder, affection and fear. However, this is fast disappearing and there is rebellion against authority. Mothers tend to lose control over the children by using the 'absent' father as a threat to the children, he said.

He also expressed his doubt at the general belief that the absence of discipline at home would be effectively made up for in the school. "People are educated by the society in which they move and not in their schools", the Professor remarked.

He next turned to the role of leadership in Industry, which has undergone phenomenal change. The physical contact of yesteryear has to be replaced and leadership now requires reputation and power. When reputation goes, power soon vanishes, and when power goes, reputation cannot survive in an organisation.

Dr. Parkinson did not believe in the theory that 'leadership is a quality which is born'. "Leadership is an art that can be learnt with effort, and minimum qualification", he said. According to him, the secret of