

University of Mississippi eGrove

Haskins and Sells Publications

Deloitte Collection

1968

Individualism

John Crawford

Werner Wolff

Follow this and additional works at: https://egrove.olemiss.edu/dl_hs

 Part of the [Accounting Commons](#), and the [Taxation Commons](#)

Recommended Citation

H&S Reports, Vol. 05, (1968 winter), p. 02-03

This Article is brought to you for free and open access by the Deloitte Collection at eGrove. It has been accepted for inclusion in Haskins and Sells Publications by an authorized administrator of eGrove. For more information, please contact egrove@olemiss.edu.

John Crawford came to the U.S. from his native Montreal when he was 17. He first joined Deloitte, Plender, Griffiths & Co. and then came to the New York Office of H&S when DPG merged its domestic practice with ours in 1952. He was admitted to partnership in 1964.

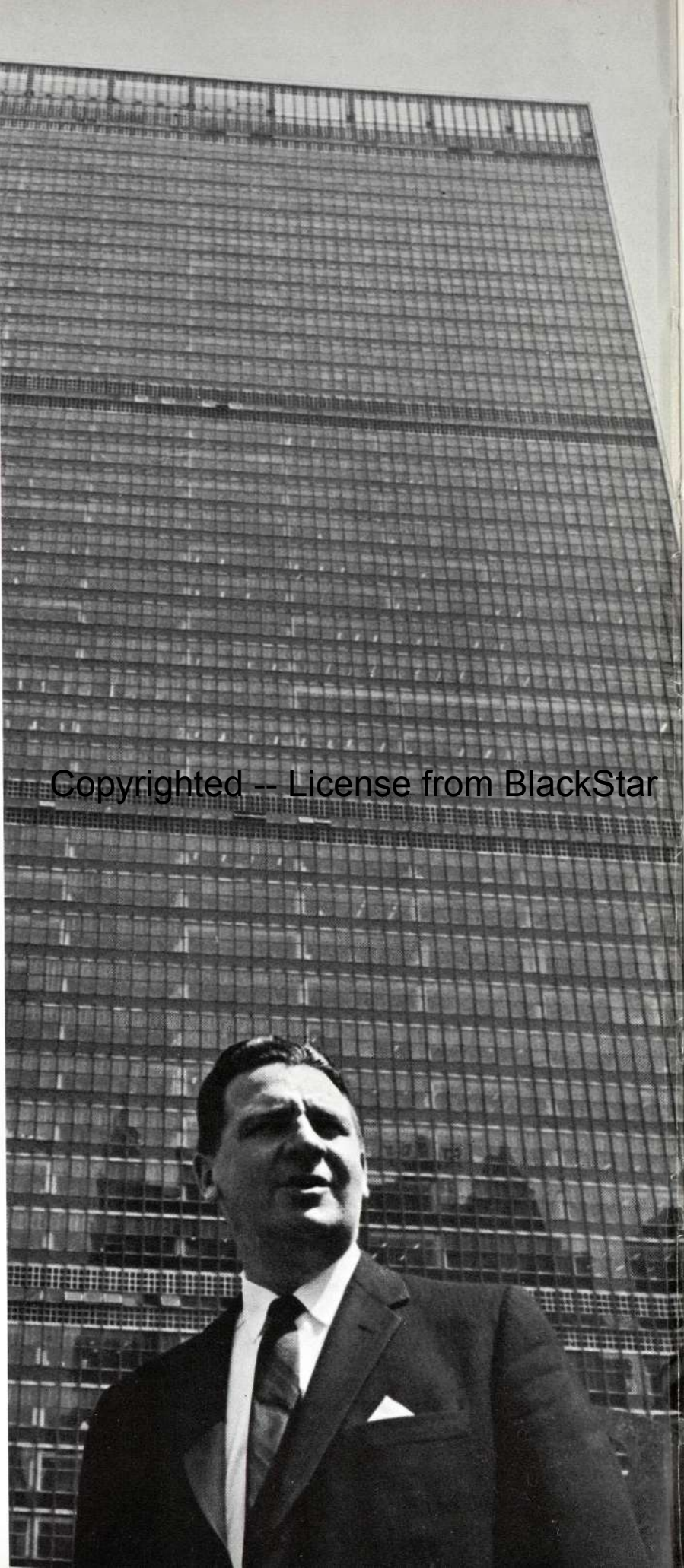
Fittingly, his accounting interests have a broad and international flavor. He supervises the audit of a major Middle East oil-producing client and of a United Nations agency; he has also been heavily involved in recruitment and professional development for the New York staff. He is shown here outside United Nations headquarters.

His activities have led to such adventures as drinking coffee with a Bedouin tribesman in his tent and talking with today's college generation. "I may disagree with some of their campus protests," he says, "but I would most definitely defend their right to protest."

His plea for individualism comes from his delight in the differences among people and nations.

He and his wife, Eileen, have three children, Mark, 9; Robert, 5; and Claire, 1½—"all different."

Copyrighted -- License from BlackStar



individualism

In George Orwell's book "1984" we are presented with a rather bleak picture of what man and his society might become. Man is depicted as a number and little else and is manipulated like a puppet by the State. Things are all upside down in "1984"—for example, the Ministry of War is called the Ministry of Love—and even language is so manipulated that man's ability to think and communicate is virtually destroyed.

There is much today to cause us to think that we are marching rapidly in that direction. Why, the things that were so important to most people when I was a boy have been turned around in such a way that it is considered bad taste to discuss them today. Patriotism is dismissed by many as old-fashioned "flag-waving." Individualism, that old American tradition by which people showed regard for the individual in society, is considered decadent by many. Fortunately, the professions still recognize the need for development of the individual and respect for his dignity.

Obviously, professional service is personal service, and this requires the obtaining and retaining of outstanding individuals. Such people must be nurtured in an atmosphere which emphasizes individualism. A climate which stresses individualism grows leaders for a firm, for a profession, and for society. Probably as good

a way as any to judge whether the spirit of individualism exists within an organization is to look at its policies and decide what it considers important. This, of course, must then be followed up for assurance that words are translated into deeds.

What are our views at H&S on individualism? I believe they have been well expressed as follows:

"We expect all of our accountants to share certain qualities in common: integrity and independence, faithfulness to their own high standards, a willingness to work hard, an objectivity in seeing others' problems, and a concern for others' welfare. Beyond this, we recognize that people are not cast from the same mold, and that their differences are necessary to a well-balanced firm. Just as our clients run the gamut from the world's largest manufacturing corporation to a vast number of small and medium-sized concerns, as well as individuals, so we have room for all kinds of people in our organization — scholars and philosophers, men of daring and of painstaking care, the leader, the problem-solver, the doer."

My personal contacts with my partners, our principals and with the members of our staff assure me that these are not idle words. Our people and their achievements testify to the living spirit of individualism at H&S.