

Newsweek

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The Magazine of News Significance

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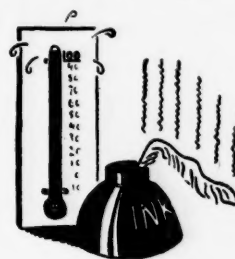
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For Your Information

WEATHER WISE: The report on the weather on page 15 reminds us that we have our own private weather index. When the normal stream of letters from readers swells into a torrent, including letters on every imaginable subject, you



can be sure there's blizzard or slushy weather throughout much of the country. In turn, a drop of letters below normal usually indicates that balmy conditions have lured a major share of citizens away from their desks. And in a really torrid spell, like that which hit most of the nation last week, pens apparently wilt, and the flood of letters subsides a bit farther.

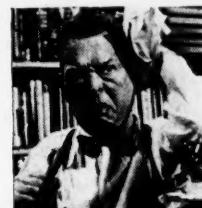
The mail, however, leaves no doubt that heat increases human irritability. For an intense heat wave brings not only a drop in the total but an increase in the proportion of petty complaints. Last week, for example, a lady threatened to sever all relations with us because she felt we had misplaced an adverb.

ON THE AIR: Readers in the Pacific and Mountain States have been commenting increasingly on the hitherto experimental radio program, NEWSWEEK LOOKS AHEAD, heard over twenty ABC Western Division stations each Sunday. The initial tryout has brought such a response that the show has now been given a permanent niche on that Pacific Coast network. It will be heard over the twenty stations each Sunday at 7:45 p.m. PDT under sponsorship of Dennison's Foods.

WORTH NOTING: Your attention is called to Raymond Moley's current series of columns comparing Franklin D. Roosevelt and Thomas E. Dewey. Mr. Moley's opinions, of course, are strictly his own, but they are opinions based on long and close association with the two men.

ROVING COLUMNIST: Speaking of columns, Ernest K. Lindley's Washington Tides got far away from Washington this week. Lindley is currently freshening up his world knowledge as guest of Admiral Richard L. Conolly on a quick good-will trip touching nine countries of Europe and Asia. Lindley's appraisals of the Prime Ministers of India and Pakistan and their problems and policies (pages 24 and 25) are recommended reading.

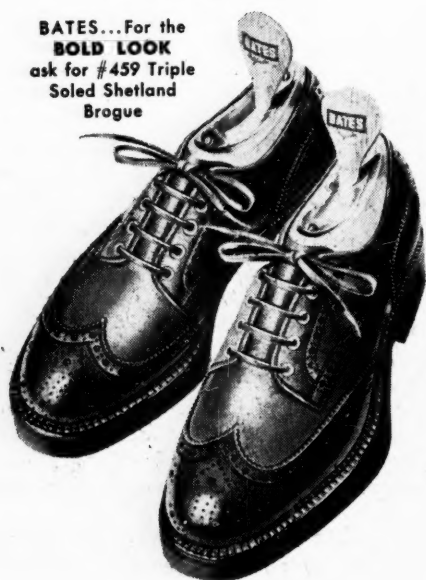
THE COVER: On Jan. 15, Fred Allen's Hooperating led all the rest. By the time he went off the air for the summer, he had slipped to 38th place. The upsurge in the popularity of giveaway programs had put the skids under him. Allen has since been sedulously battling these nemeses of radio talent verbally and in print. After devoting 25 years to the stage and 16 to radio, battling comes naturally to Allen. Past and current peeves in addition to giveaways include Jack Benny, of course, NBC vice presidents, and television. In his giveaway battle he hopes to prove, when he returns to the air next month in his usual spot over NBC, competing with the top-ranking Stop the Music, that the giveaways are ephemeral while he is lasting (see story on page 46). Photographer O. C. Sweet caught the comedian in an attitude which clearly portrays his feelings.



The Editors

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Roosevelt and Dewey-III

by RAYMOND MOLEY

DESPITE vast differences among significant men in achievement, fame, and public acclaim, the margin of difference in mental capacity is not large. Luck, or a dash of imagination and daring—these may be the decisive elements. Beyond that much depends upon how a man organizes and uses the faculties that he has.

Dewey and Roosevelt had about the same formal education. Roosevelt enjoyed a greater opportunity for foreign travel and for early contacts with the great and distinguished. Dewey enjoyed the discipline of self-help induced by real, though not dire, necessity. The most characteristic difference between the two appears in the manner in which they performed the routine but important activities of administering large governmental affairs.

Roosevelt in no reckoning in history will be called a great administrator. He sometimes privately admitted this shortcoming. Once when asked why he did not take a spell to stop innovations and improve the quality of the administration, men, and machinery of government, he replied that the time had not come for that. The war forced him to turn to administration in the military field. He delegated then, and his selections were in the main good. But in civil administration he left a setup the wretchedness of which was admitted by his successor in wholesale Cabinet changes.

Among Roosevelt's shortcomings as a civil administrator was a tendency to choose subordinates because he felt a personal affinity for them. Also his habit of giving vague assignments of authority brought about violent conflicts in his official family, which he then made worse by seeking superficial compromises. Recent memoirs by Hull, Ickes, Morgenthau, Farley, and others reveal these conflicts and compromises.

THEN there was the tendency to select ideological wizards without administrative capacity like Wallace because he liked to hear them dream aloud, or because he liked the "cut of their jib," as in the case of Ickes.

When several Democratic senators complained that Hull would be a poor administrator, Roosevelt answered that

he wanted Hull's idealism. He then assured the new Secretary that he would not have to bother about administration.

As a result of this policy of appointments, vast numbers of misfits drifted into the smaller niches of the executive department. We are now witnessing some of the harvest of this casual policy.

New agencies burgeoned so fast that there was unlimited overlapping. Three or four roving administrators were constantly getting in the way of department heads and of each other. It will take years to bring order back into the executive department.

Even Dewey's enemies admit his administrative capacity. His personal habit of precision and definiteness reaches into every part of his administration. His department heads were selected after meticulous search for properly qualified people. Half of them Dewey did not know before he began to consider them for appointment. After they were selected he gave them discretion and freedom. They have had no public disagreements. When there is an issue he compels them to thresh it out privately and bring him the verdict. In six years there has been no resignation because of disagreement in policy. Not a single department head has been fired. He never tells them what to do in detail. They occasionally ask him. When political obligations must be met he insists that political leaders produce efficient appointees. Efficiency can be properly enforced even with political organizations.

THAT Dewey is a generous person is illustrated not only by the personnel that has been near him a long time but by the loyalty he elicits from them. My contact with Dewey eight years ago brought me into association with the group of a dozen or more who are closest to him and upon whom he leans for advice. At the present moment this group, with hardly an exception, is still with him. Some of his most trusted lieutenants joined him in his first public service sixteen years ago. They are an able, loyal group, happy with him and with each other. Little more need be said for the character, the capacity, or the human qualities of the man.

