

Winkling Out Revealed

R.E. Burnett, Managing Director of Marconi Instruments, told me that prior to my joining his Company I had been spotted by an industrialist on a visit to Cambridge and that it "took us eighteen months to wrinkle you out of the Cavendish". He also said clues and cues were being fed to me and it was up to me to puzzle out what was meant. (1966)

[Wendy Hirsh of the Institute of Employment Studies defines succession planning as a process by which one or more successors are identified for key posts and career moves and/or development activities are planned for these successors who may be fairly ready to do the job (short-term successors) or seen as having longer term potential.

A key point in the survey is that "the old succession planning was purely about organisational needs. The modern version takes account of the growing recognition that people increasingly need to make their own career decisions and to balance career and family responsibilities as far as possible customising moves to meet the needs of employees, their families and the changing skill requirements of the organisation". (From *Engineering & Technology*, 2009)]

Friends of the Soviet in Cambridge

While I was at the Cavendish Laboratory, University of Cambridge, Dr. Wooster of the Department of Mineralogy invited myself and my wife to dinner in return for my lending him some Cavendish equipment. I told him it was quite unnecessary but he insisted and reluctantly I accepted.

During dinner he and his wife told us they were members of the Anglo-Soviet Friendship Society and that they had a daughter at ballet school in Russia. They made observations about politics - for example they said the "Reds" were not liked in the University and some Departmental Heads blocked their promotion. They also told us that as a sideline to their University posts they ran a profitable business, Crystal Structures Limited, which supplied crystallographic models for educational purposes.

I found the dinner disquieting. The pretext for it had been flimsy and it had turned out to be highly political. I was strongly averse to totalitarian regimes, left or right. Other than that, I was sceptical about politics and was well out of my depth so any comments I made in response would have been neutral. (c1960)

Mutual regret at Masonic Installation

When I was Installed into the Chair of Alma Mater Lodge No.1492 the Provincial Grand Master (PGM) of Cambridgeshire, Sir Henry Thirkill (who was also Master of Clare College), sat next to me at the celebratory dinner. Sir Henry expressed regret that I had left Cambridge, then said that he himself had gone away for some years and when he returned he had only a short spell as Worshipful Master of a Cambridge Lodge before being appointed PGM. He added that one did not have to practice one's Masonry in Cambridgeshire in order to become its PGM.

I regret I did not ask him about his time at the Cavendish Laboratory. (1962)