

Dec. 7. 29.

CRIPPS'S CORNER,

FOREST ROW,

SUSSEX.

My dear Fisher.

Giving advice is a very dangerous game — to the giver, as he is so likely to make an ass of himself, and to the receiver, because he may be diverted from the wisest course. The immediate rate in salary is less than I had understood, and I did not know that your department is as big as it is. All that makes a difference. I have been on 2 or 3 of these boards, when candidates have been interviewed. The Chairman has often asked the candidate if he wants any more

information about the job, and I think it appeared that they had always inquired beforehand. On this point I may have misunderstood you a little. It seems to me that it would be a wise precaution before applying or before the interview, it would not matter which, to write to the person to whom the application is to be sent to ask what is the size and nature of the personnel, if any, of the department over which you would have to preside. Of course a lot of professorships have no staff - like that held by my brother at Cambridge. I am sure it would be useful to ask about future possibilities. At least I know this.

I should have strongly opposed any answer being given on such a point, because it would always serve as a basis for future correspondence in a way unavoidable. But - certainly get all you can to help your judgment.

I have had little experience myself of team work, and my judgment is of no value on its merits as a whole. My father wrote *Domestic Animals* when he was 59 years of age. He had half prepared a manuscript on *Variation under Nature* (no one seems to know what has become of it!!) and we hoped he would go on with it. But he said he was physically incapable of attacking another big job, and he took to his botanical work as being much easier. Certainly team

work does a lot, and it wants
a good man to shove it
along. But I still think that
the highest and most original
work is done by the nearly
unminded individual. Here

I am no doubt getting into
very debatable ground.

Does a lot of underlings must
take a lot of time, and the
question is whether with each
individual that time could be
better spent in some other way.

Anyhow I want you to have
time enough to empty your
head of all that is original
in it.

Yours sincerely

Leonard Dawne