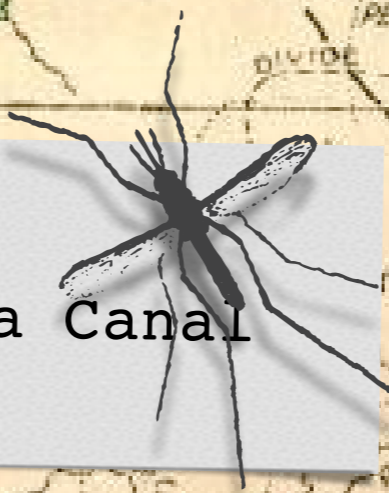
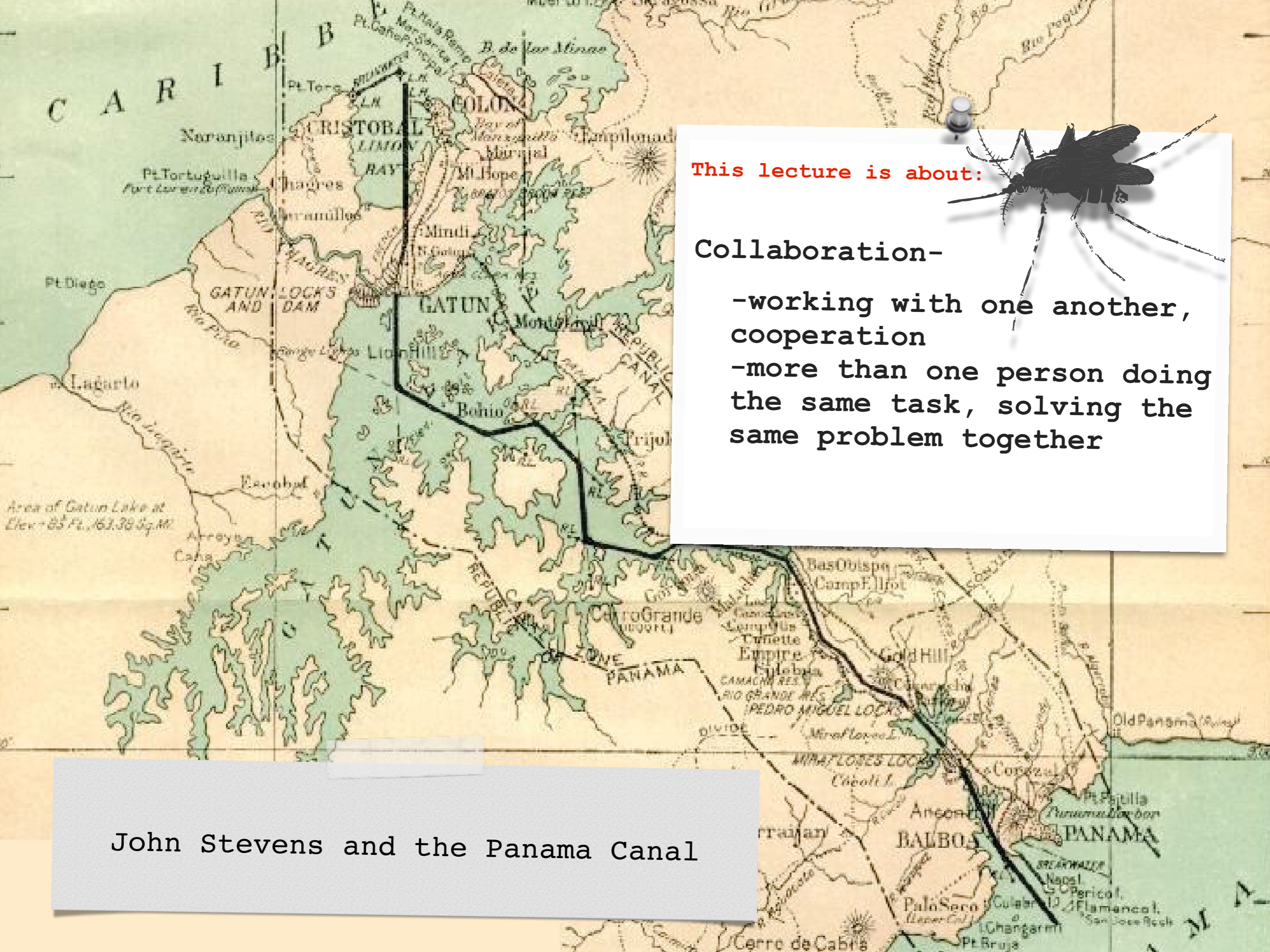
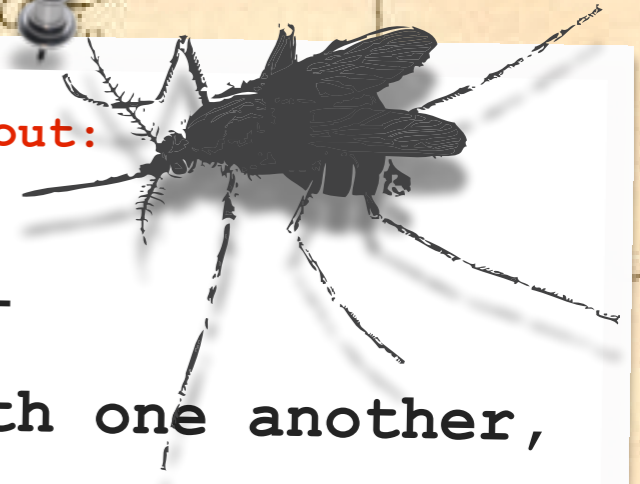


# John Stevens and the Panama Canal





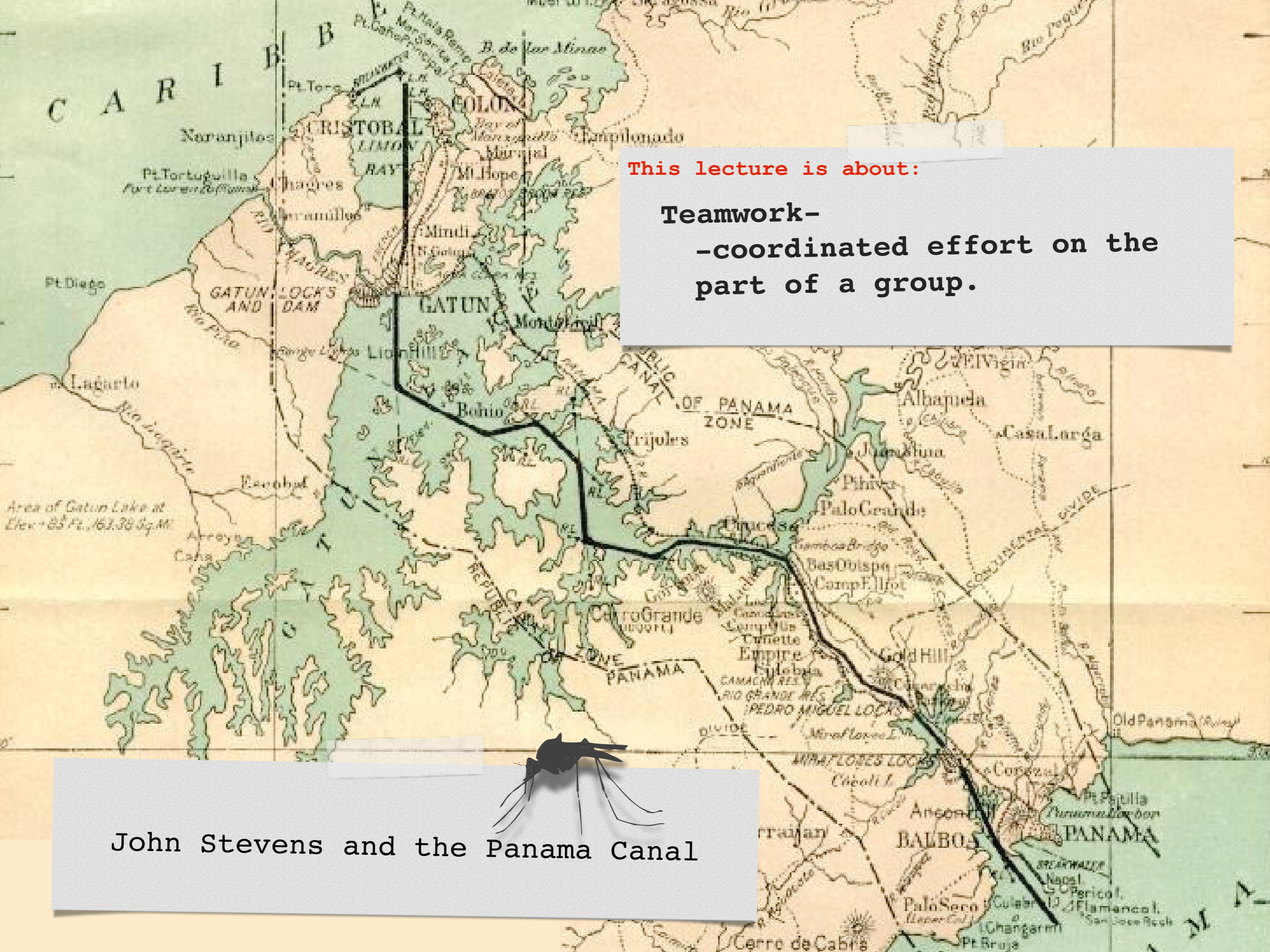
This lecture is about:



Collaboration-

- working with one another, cooperation
- more than one person doing the same task, solving the same problem together

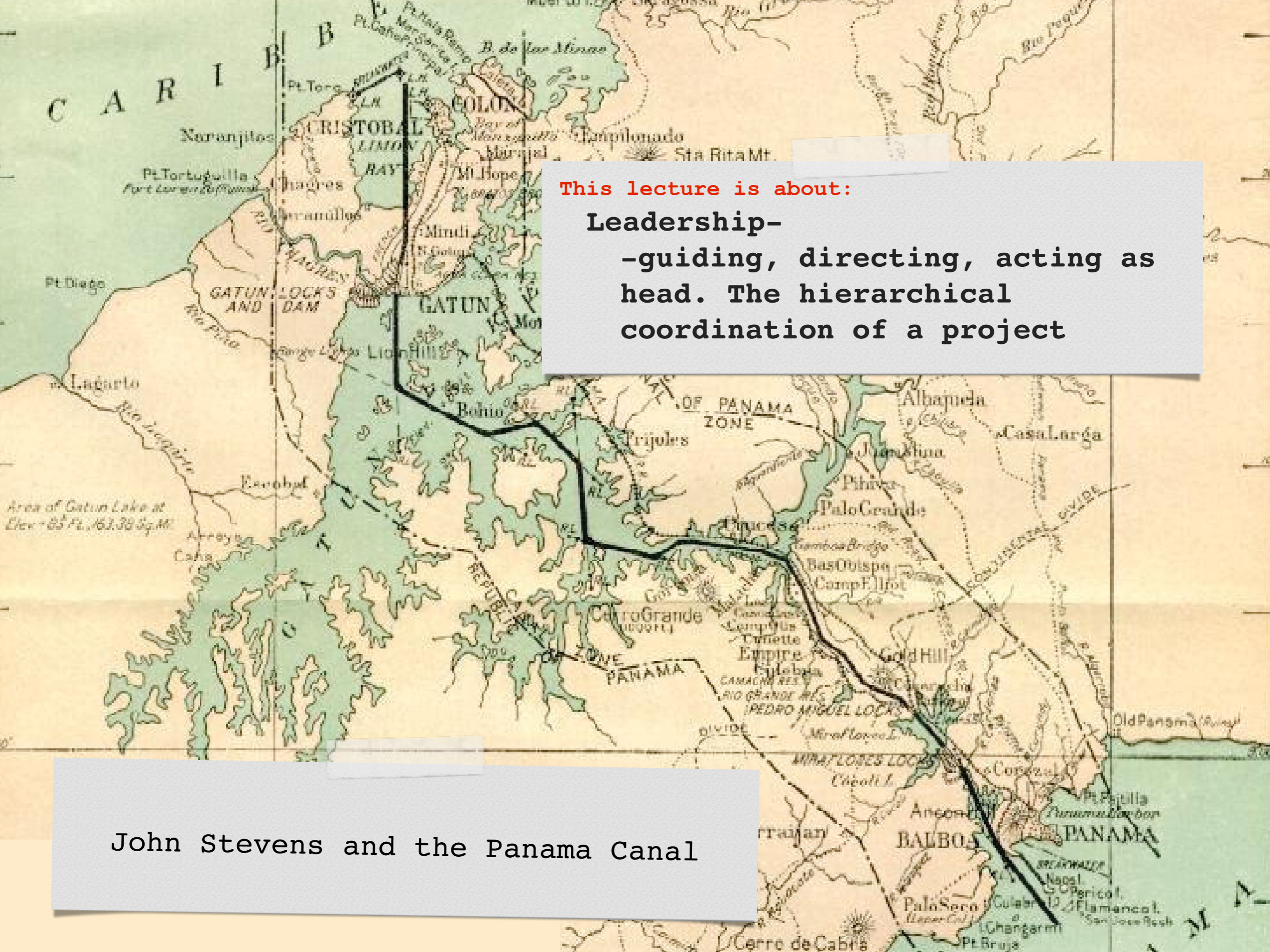
John Stevens and the Panama Canal



This lecture is about:

**Teamwork-**  
**-coordinated effort on the**  
**part of a group.**

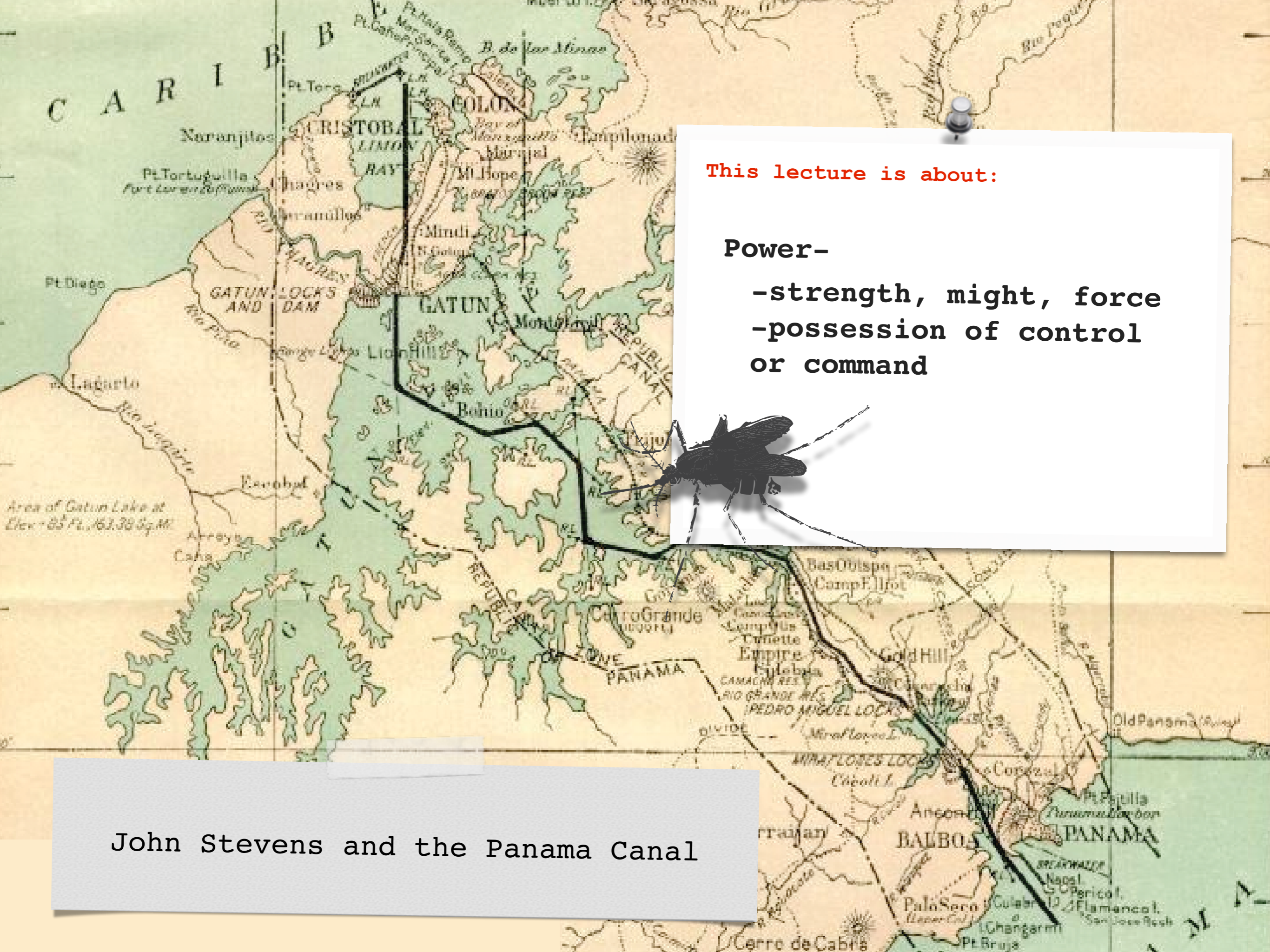
John Stevens and the Panama Canal



This lecture is about:

**Leadership-**  
**-guiding, directing, acting as**  
**head. The hierarchical**  
**coordination of a project**

John Stevens and the Panama Canal



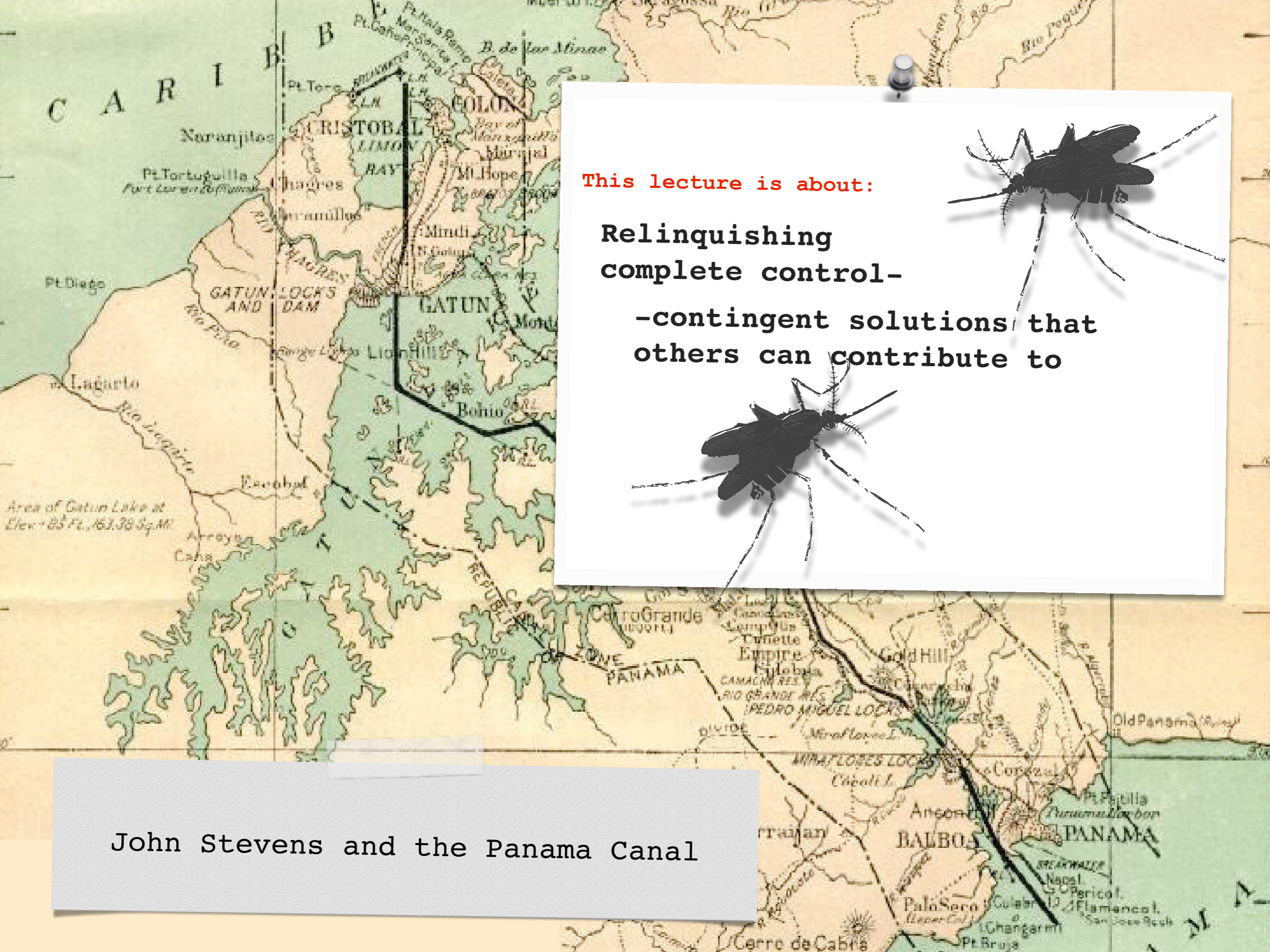
This lecture is about:

**Power-**

**-strength, might, force  
-possession of control  
or command**



John Stevens and the Panama Canal



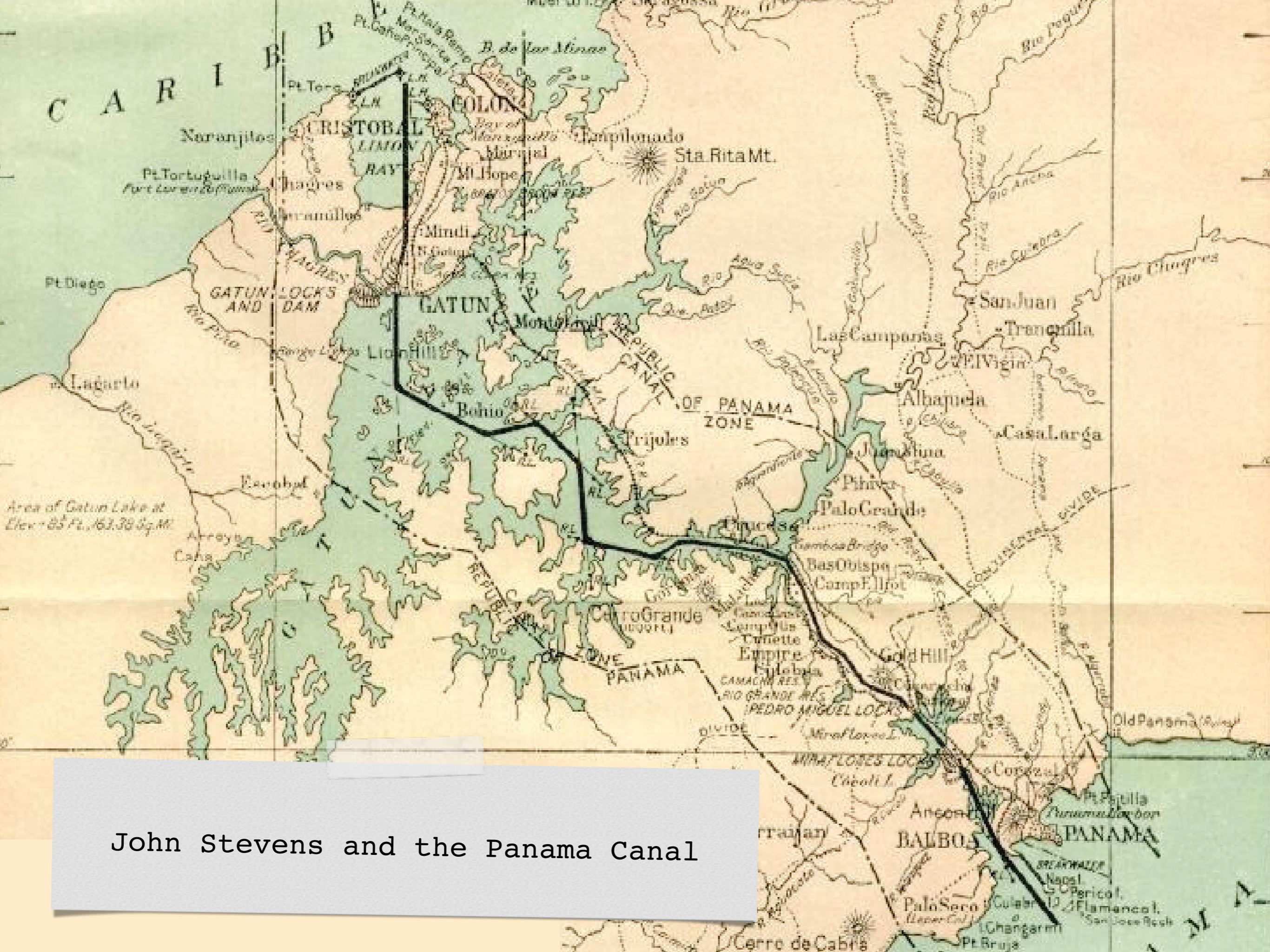
This lecture is about:

Relinquishing  
complete control-

-contingent solutions that  
others can contribute to



John Stevens and the Panama Canal

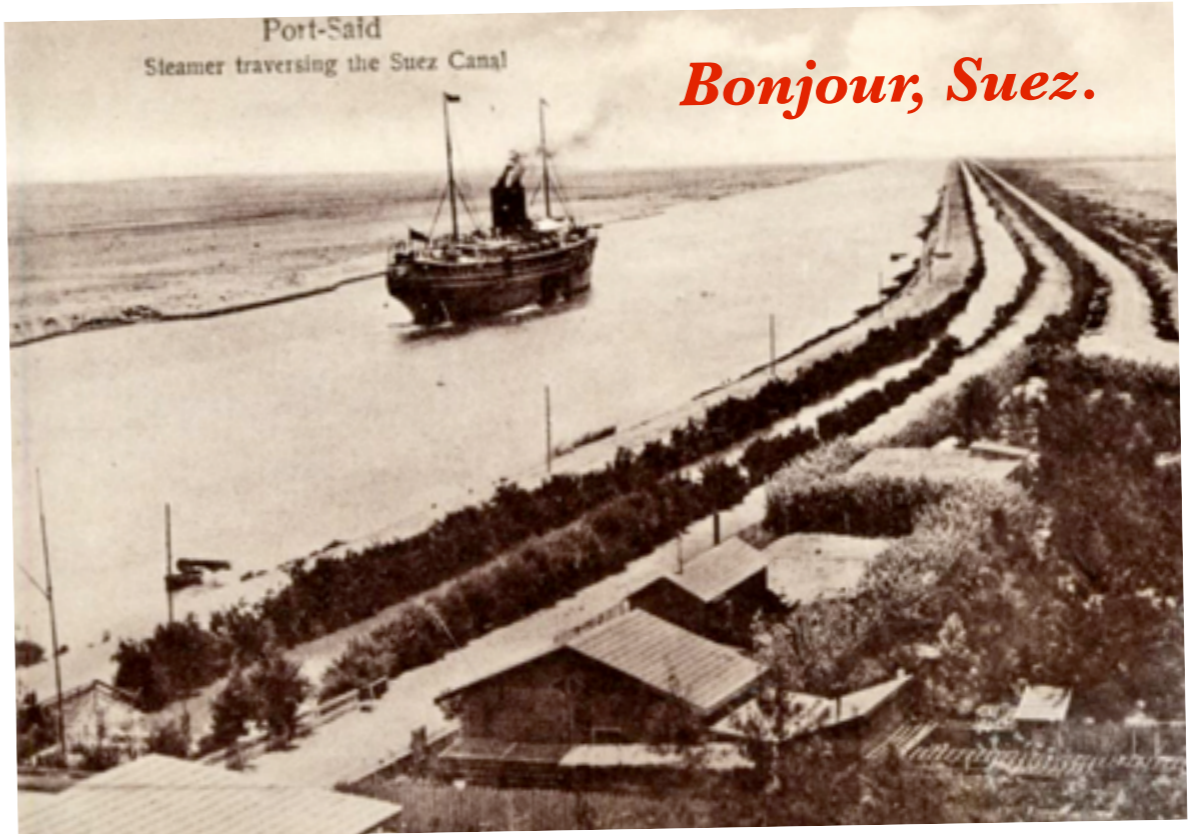


John Stevens and the Panama Canal

*Greetings from  
Paris*



*Vive la France!*

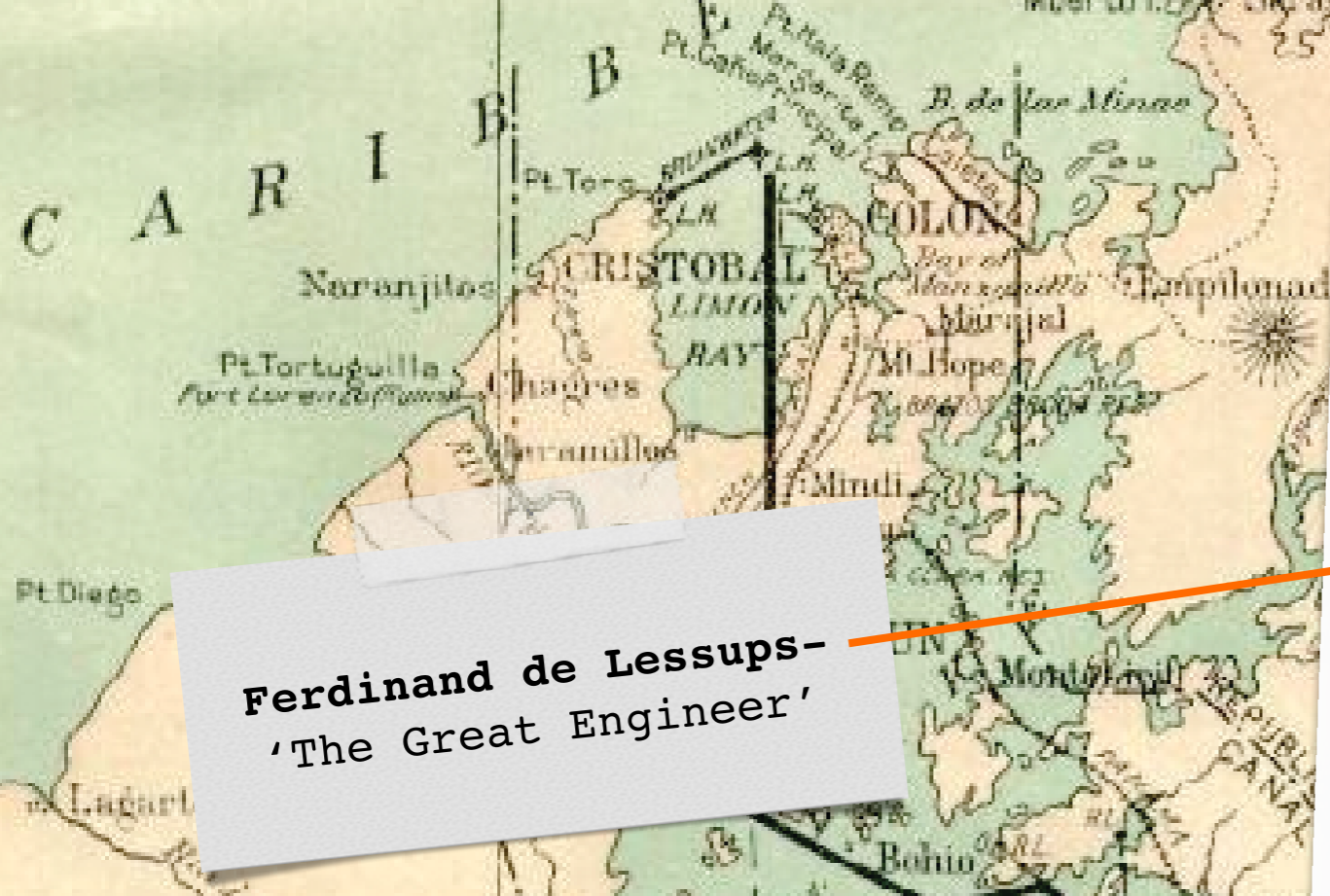


*Bonjour, Suez.*

*Through a series of  
impressive projects  
such as the Suez  
Canal and the Eiffel  
Tower, France was  
considered the center  
of engineering  
excellence.*

**1854-1869: France completes  
the Suez Canal**



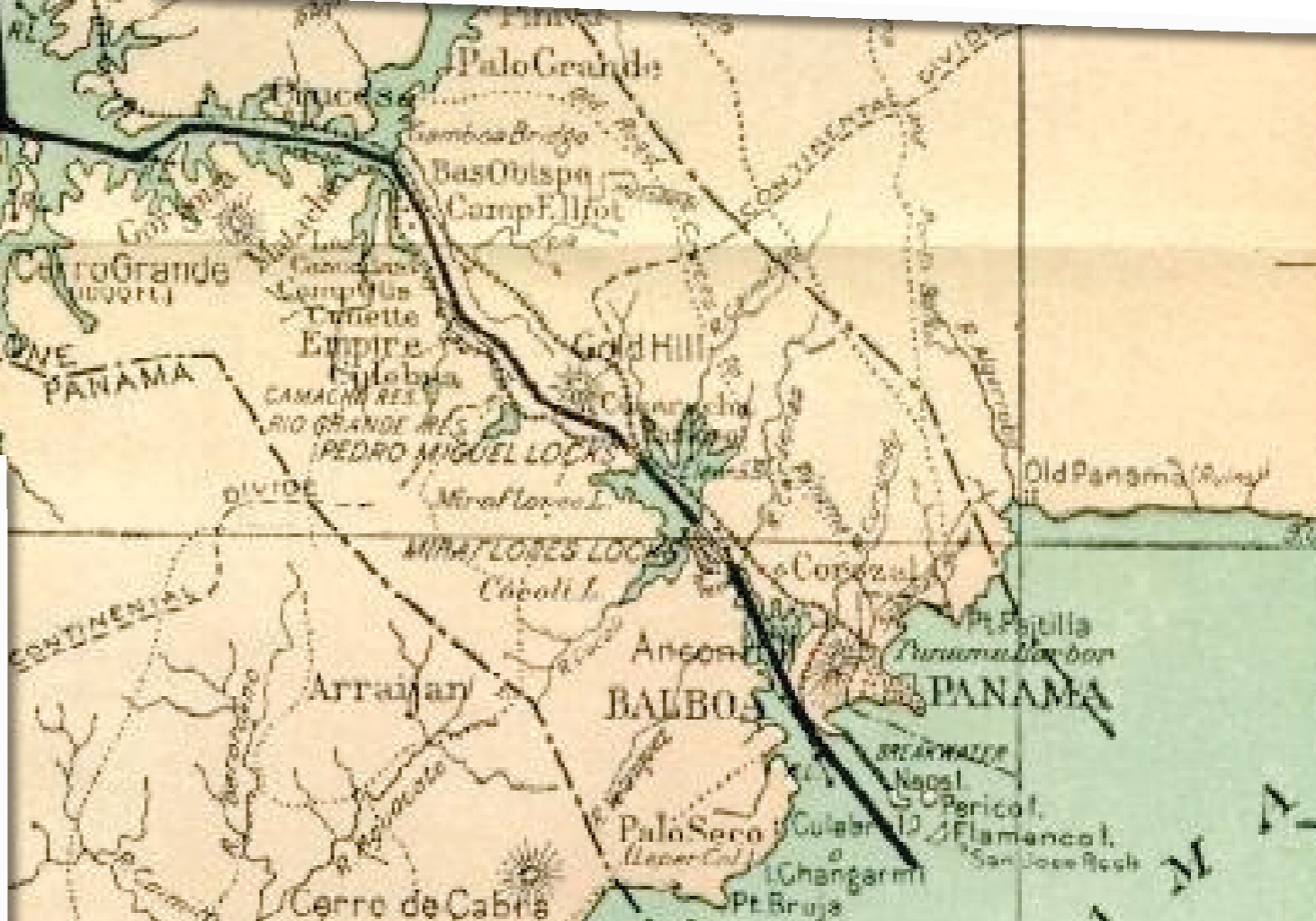


**Ferdinand de Lessups-**  
**'The Great Engineer'**



Area of Gatun Lake at  
Elev. 85 Ft., 163.38 Sq. Mi.

1870



*de Lessups is the great hero of the French effort in Panama. He doesn't have any technical background but his commitment to the project and his country is inspiring.*

The French failed  
for six reasons:

- 1-Perpetual problems with private financing
- 2-Perpetual problems with Columbia
- 3-Continual controversy over route

- 4-Problems with the work force
- 5-Problems with the climate
- 6-Problems with disease

1870-1894



*The French in Panama - A Valiant Effort*



Three of these five French engineers will die while in Panama



*Feeling Great in Panama!*

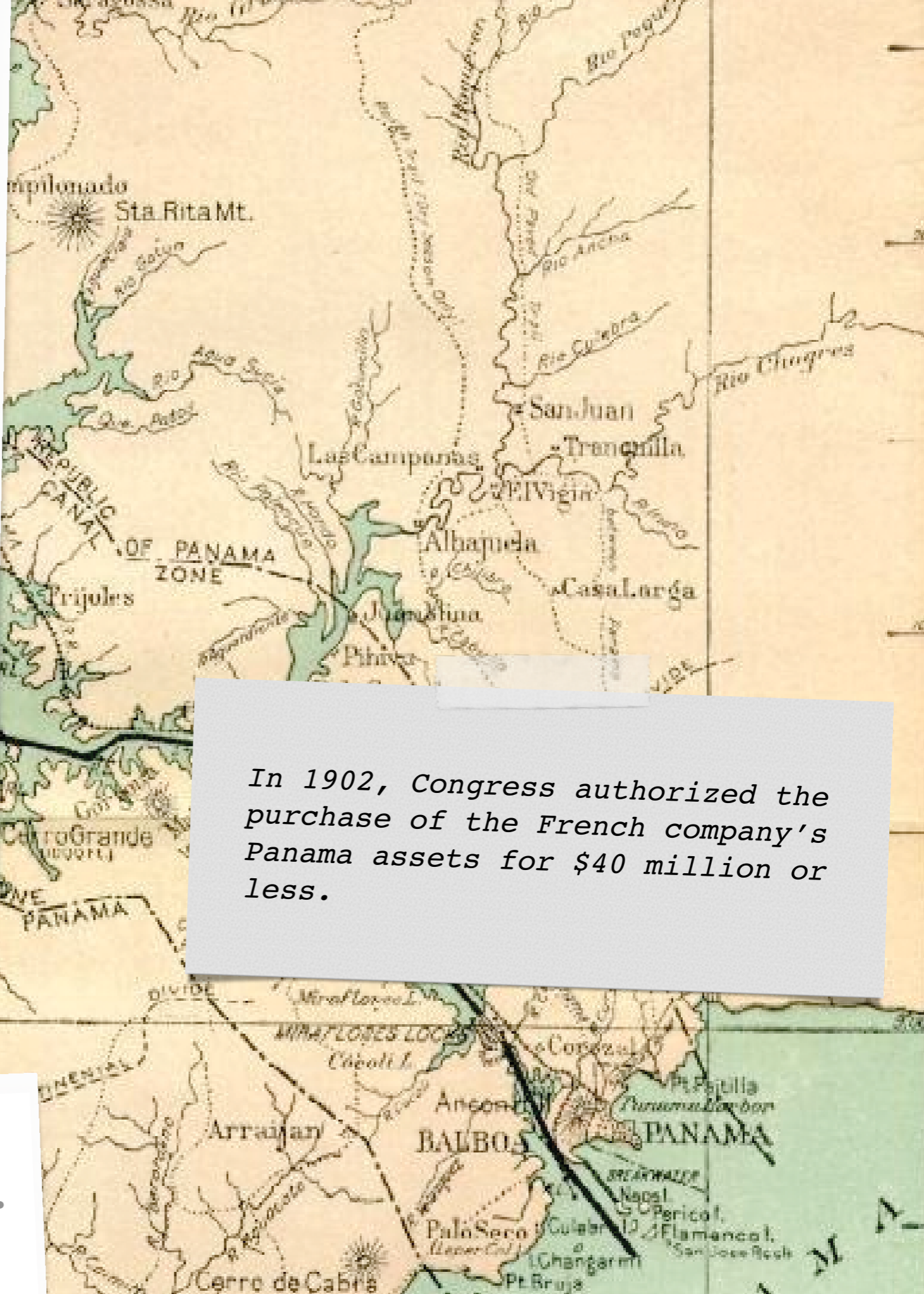


Over 20,000 lives will be lost during the French endeavor due to disease.

French spent \$287,000,000 - three times as much as they did on the Suez Canal.

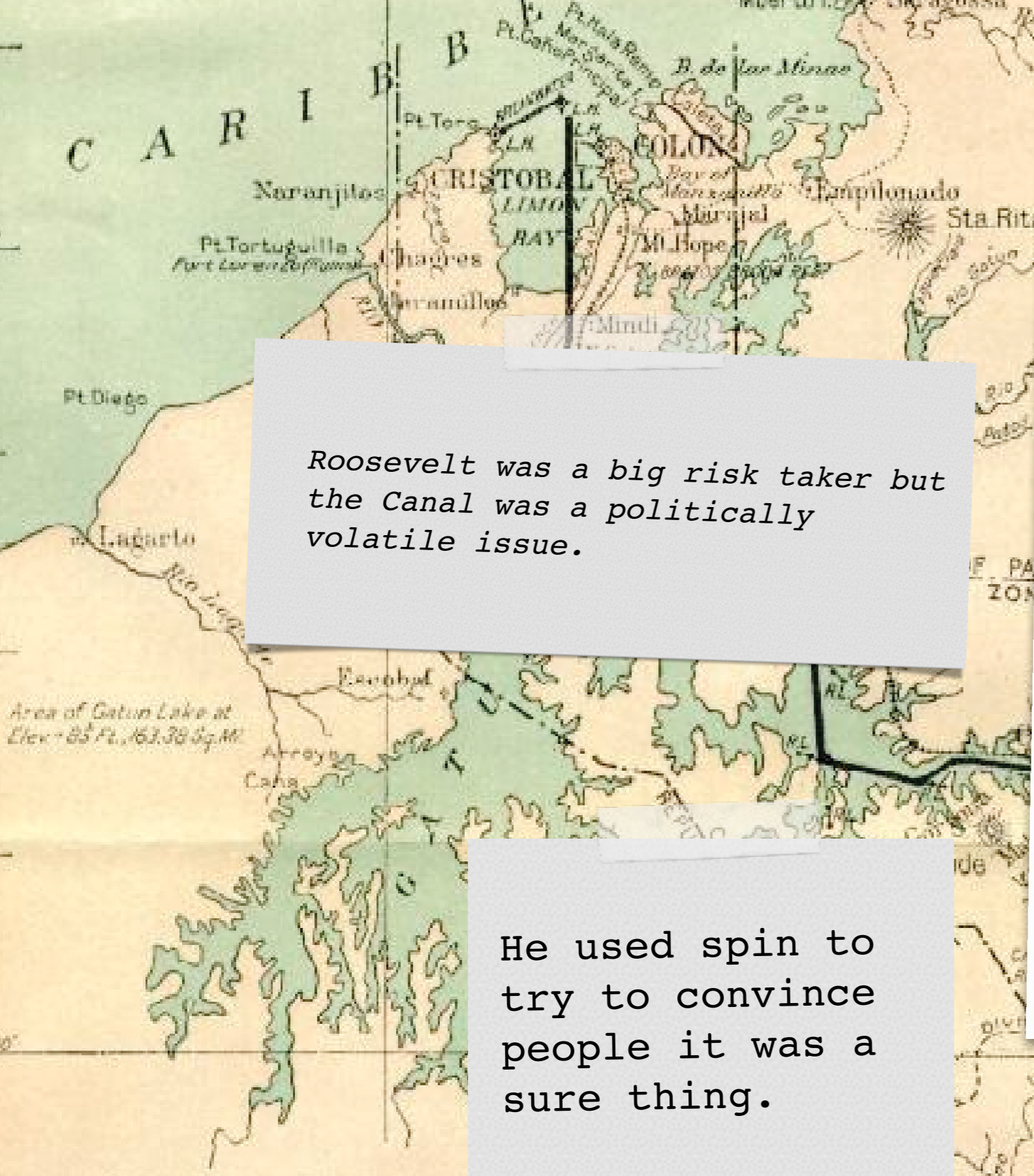
This caused many average citizens to lose their savings. It was a massive blow to its national ego and position.

1901- Teddy Roosevelt is elected President



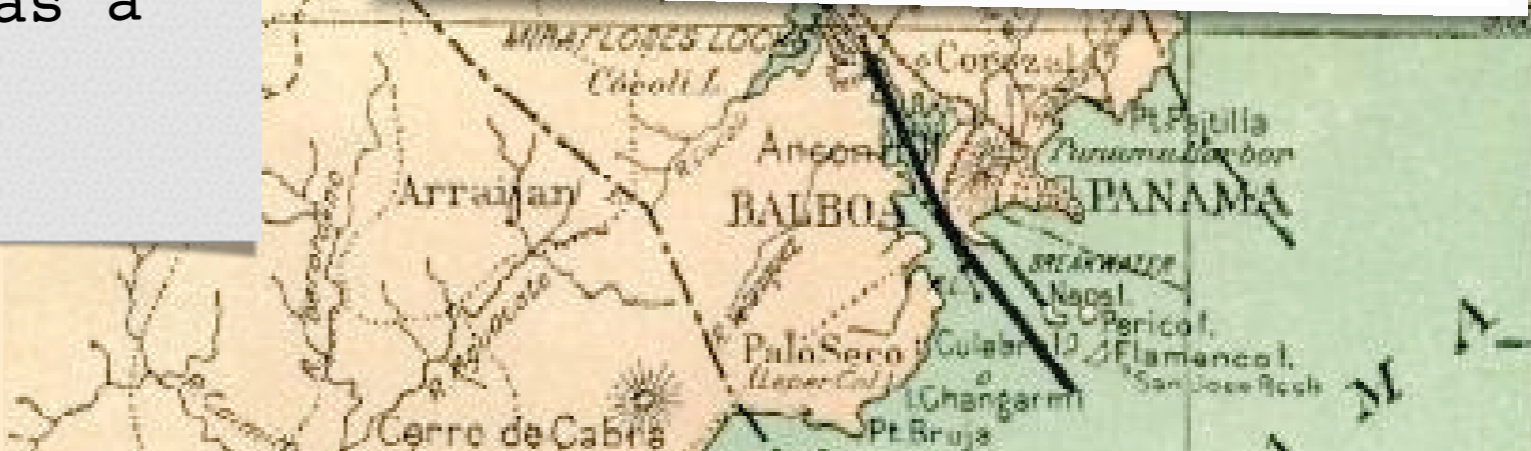
In 1902, Congress authorized the purchase of the French company's Panama assets for \$40 million or less.

The Canal becomes a major part of Roosevelt's platform.



*Roosevelt was a big risk taker but the Canal was a politically volatile issue.*

*He used spin to try to convince people it was a sure thing.*



Initial efforts by the United States were not promising save for one thing:



In 1904 William Gorgas was appointed to head efforts to fight health problems



**Dr. William Gorgas: 49 yrs old**

*Gorgas is an expert on tropical diseases and believed that mosquitos carried yellow fever.*

*He sets out to eradicate mosquitos in Panama but this is a huge task and is underfunded.*





**John Stevens: 52 yrs old engineer & construction man for railroads**

*When Stevens was brought on the U.S. had already spent \$128,000,000 with little to show for it.*

*No decision had been made as to the route.*

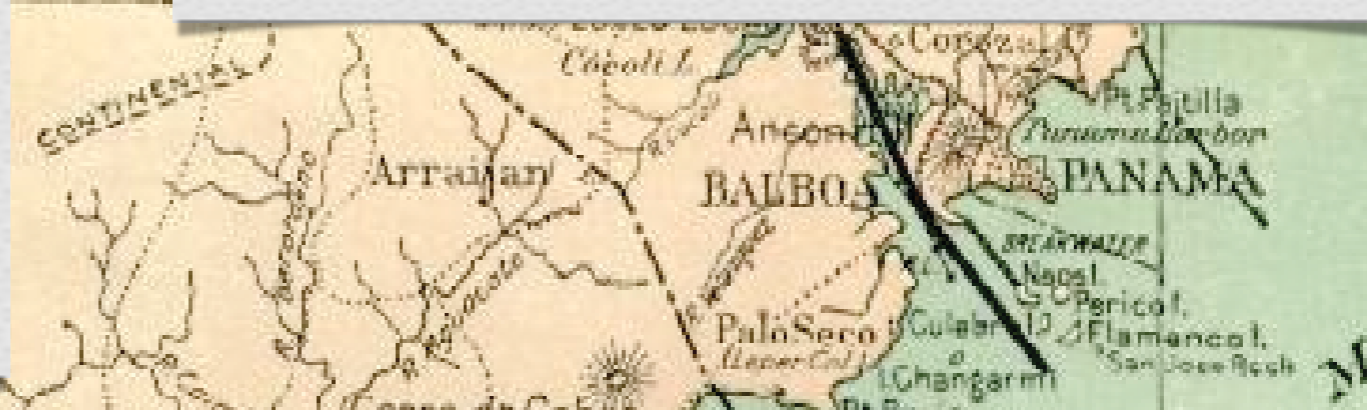






**Stevens immediately stopped the digging**  
*1-worked on building the railroad*  
*2-worked on providing houses,*  
*schools, churches, etc.*  
*3-worked on eradicating health*  
*problems*

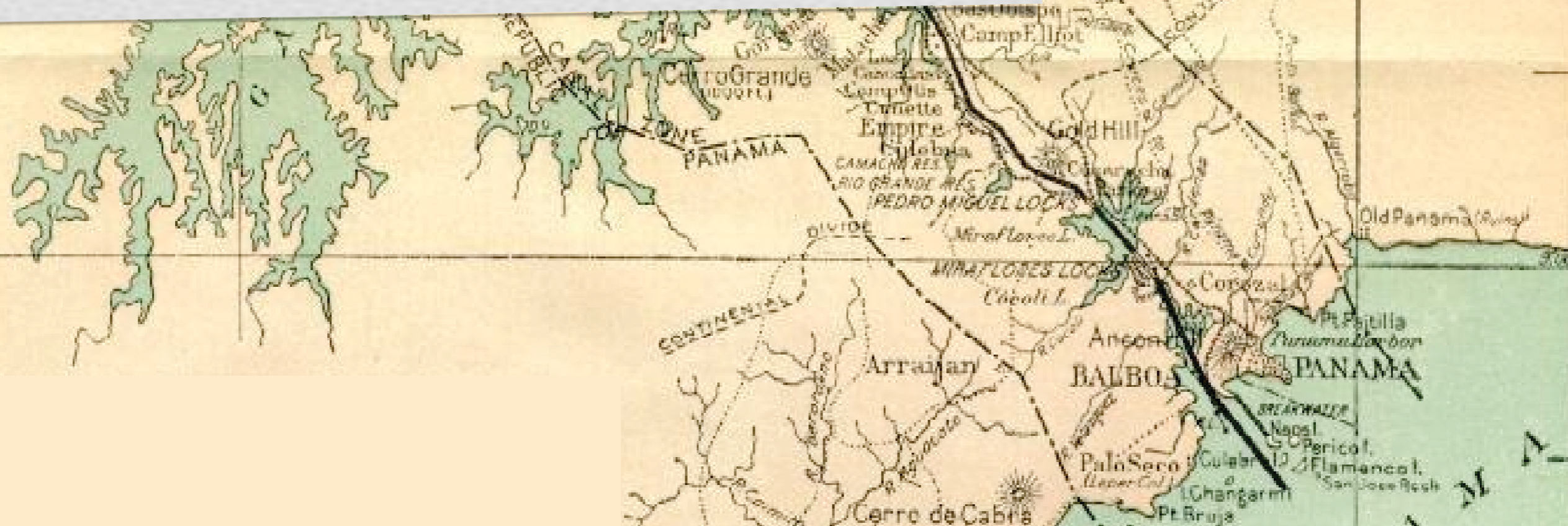
Area of G  
Elev. 857

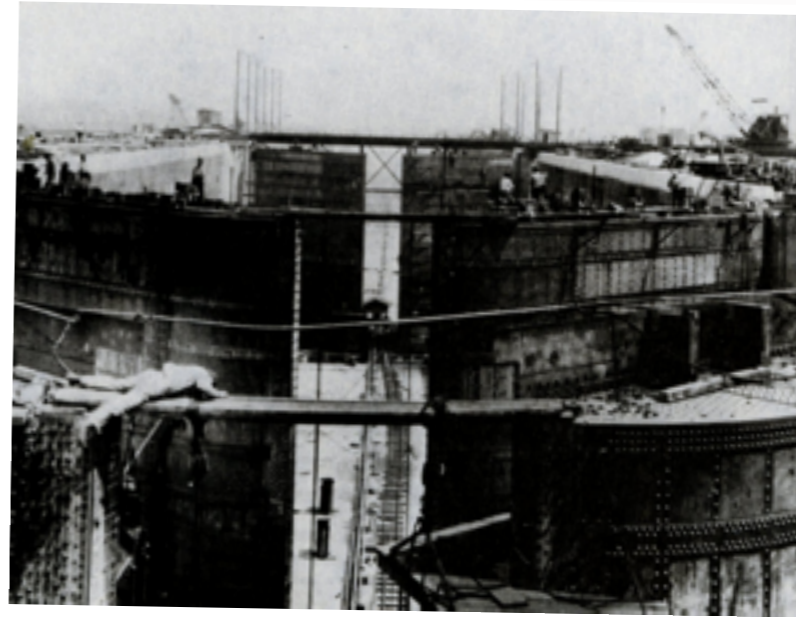


**The problem was simply too big for one man.**

**Steven's Team:**

- 1-Teddy Roosevelt (President)
- 2-William Howard Taft (Secretary of State)
- 3-Theodore Shorts (Head of Canal Commission)
- 4-Dr. William Gorgas
- 5-James Hill (Steven's old railroad boss)
- 6-Robert E. Wood (key lieutenant- age 25, later head of Sears & Roebuck)
- 7-Frank Malthy (division head)
- 8-William Belding (chief of construction)
- 9-Edward Williams (disbursing officer)
- 10-2,000 American workers (decent lives, housing)
- 11-20,000 West Indian laborers (who Steven's trained & respected)





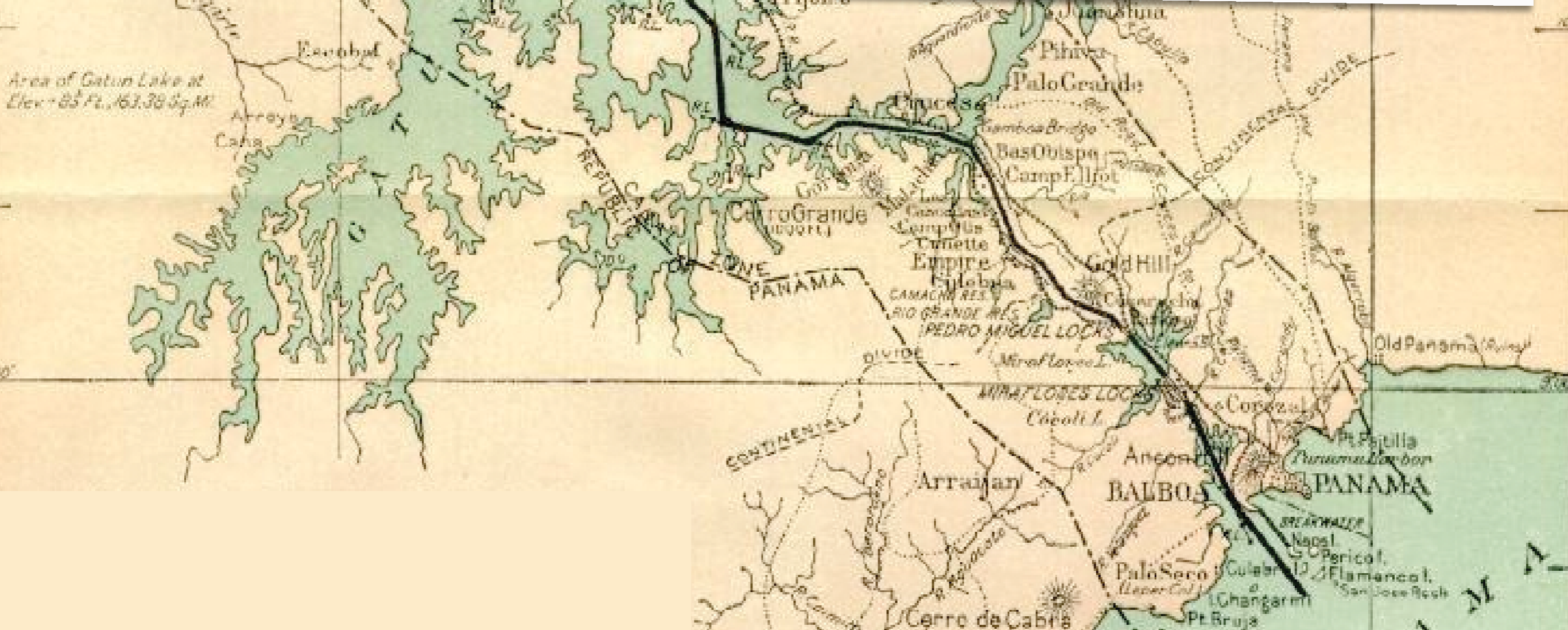
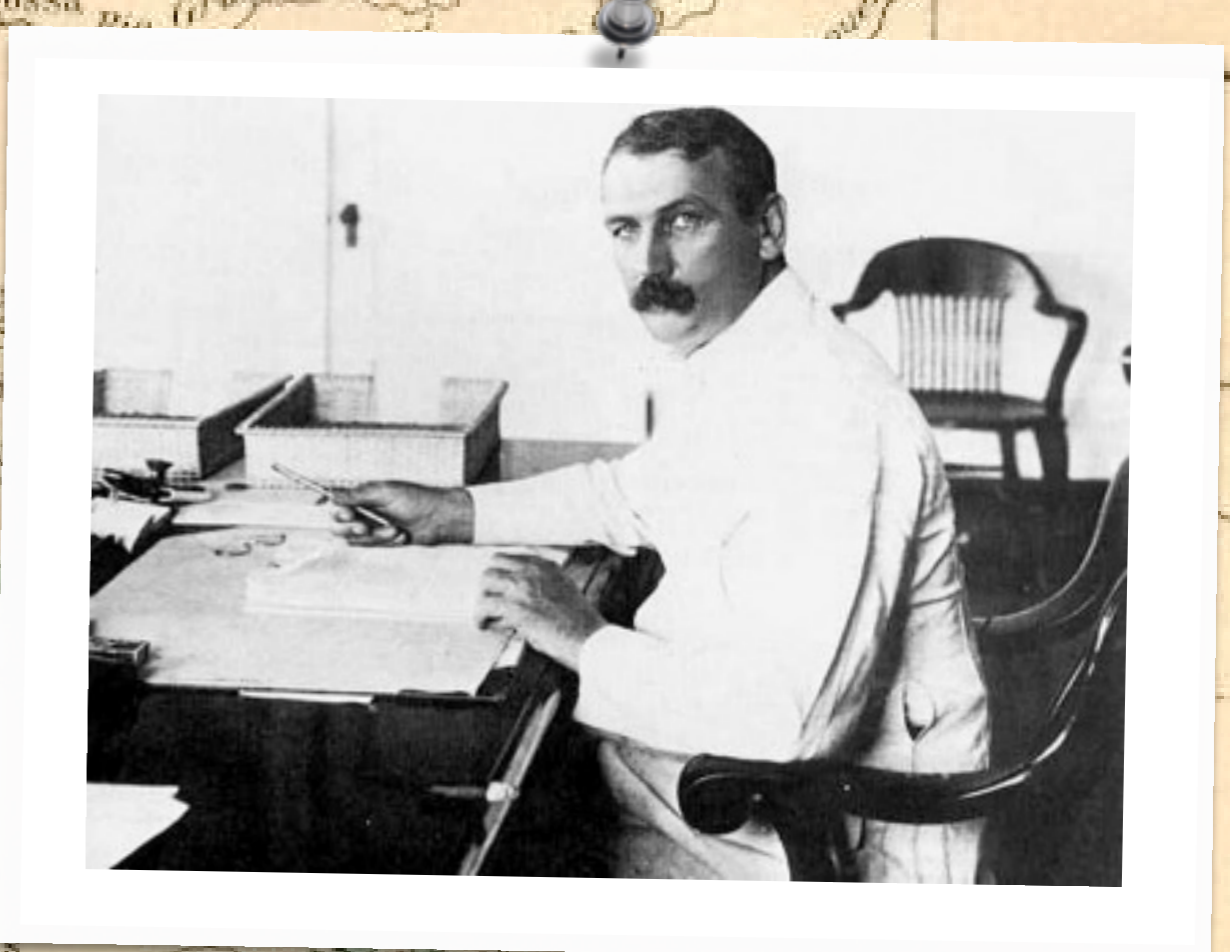
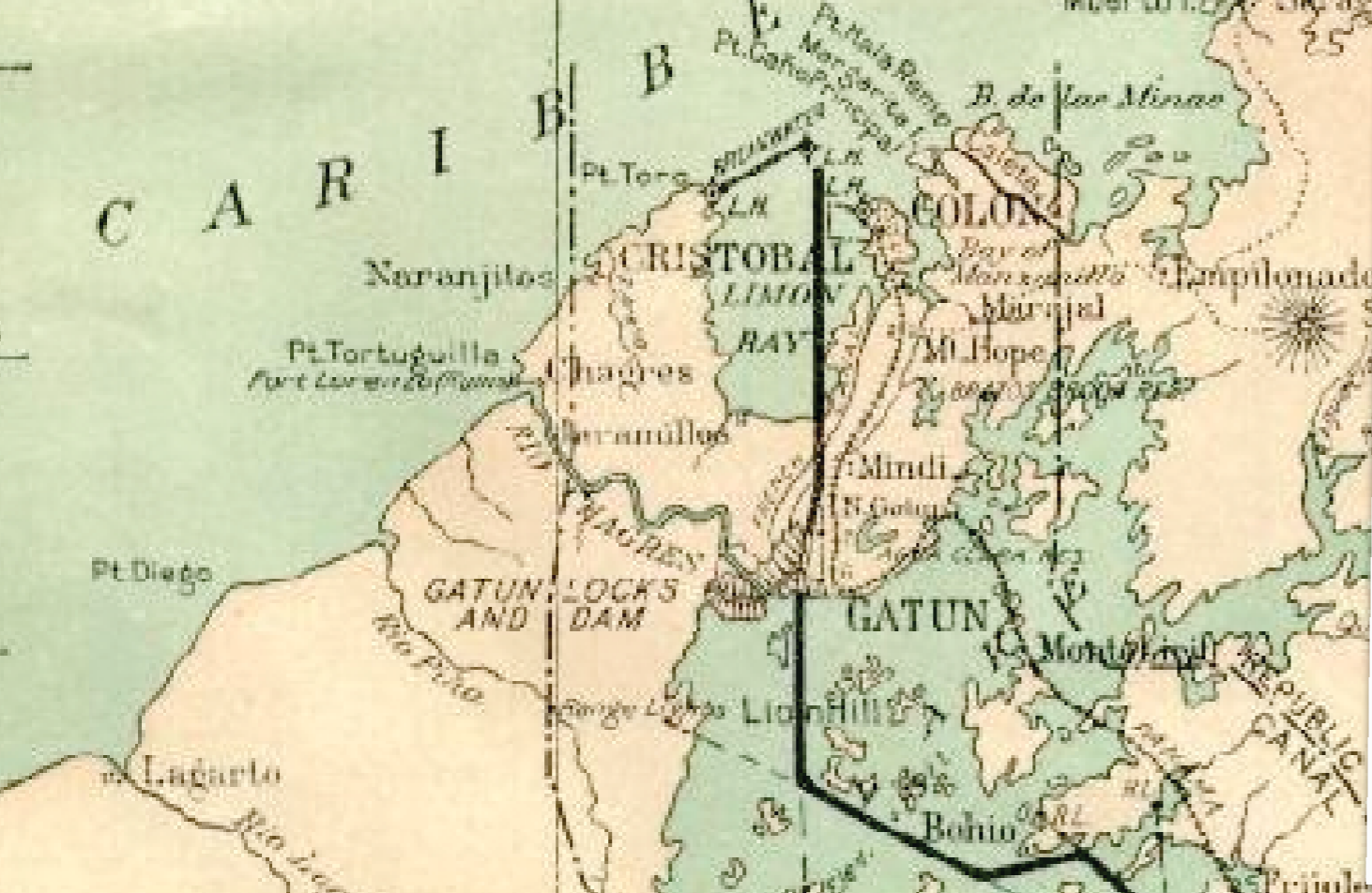
## Stevens was able to make this work through:

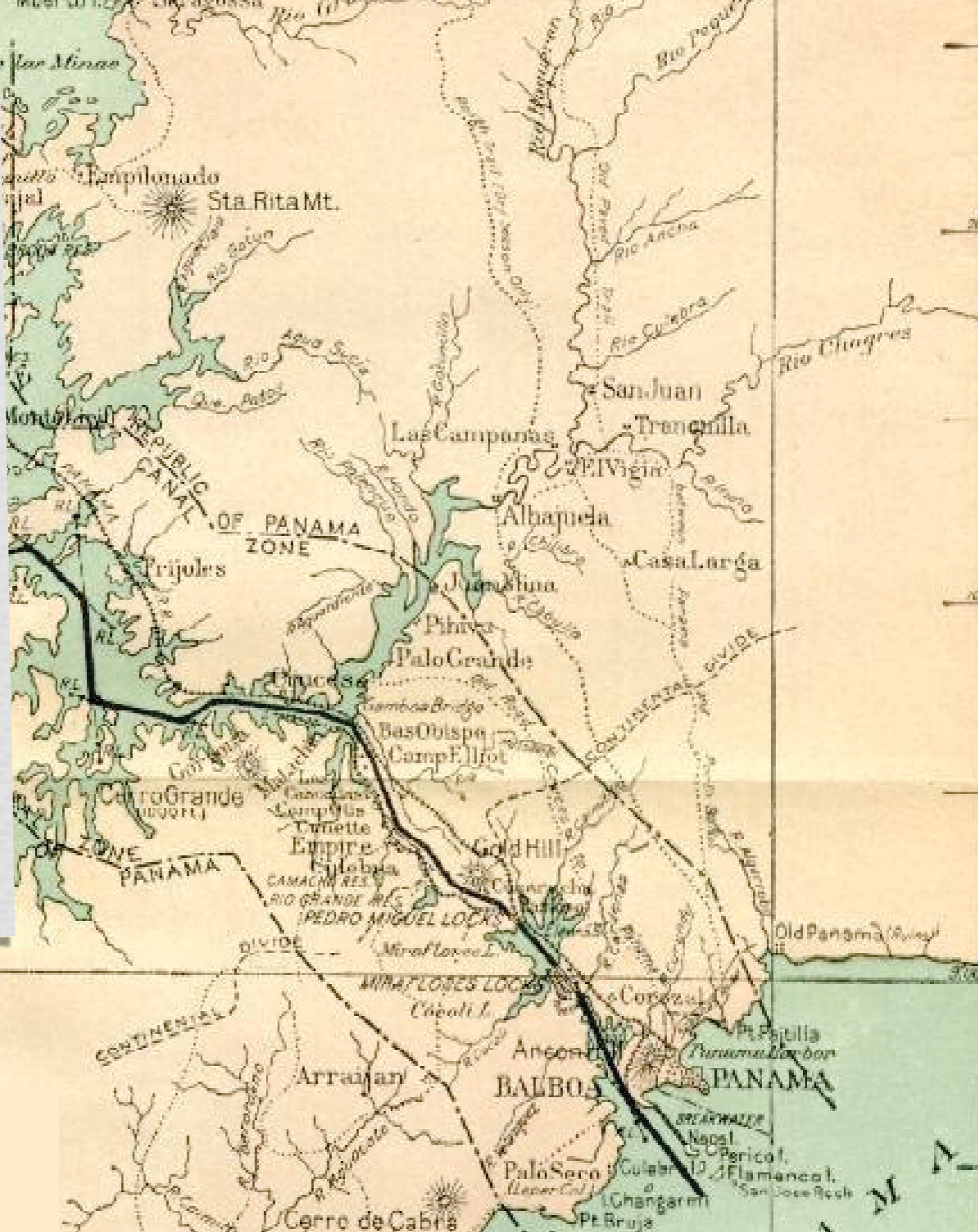
**Collaboration-** working with Roosevelt & James Hills

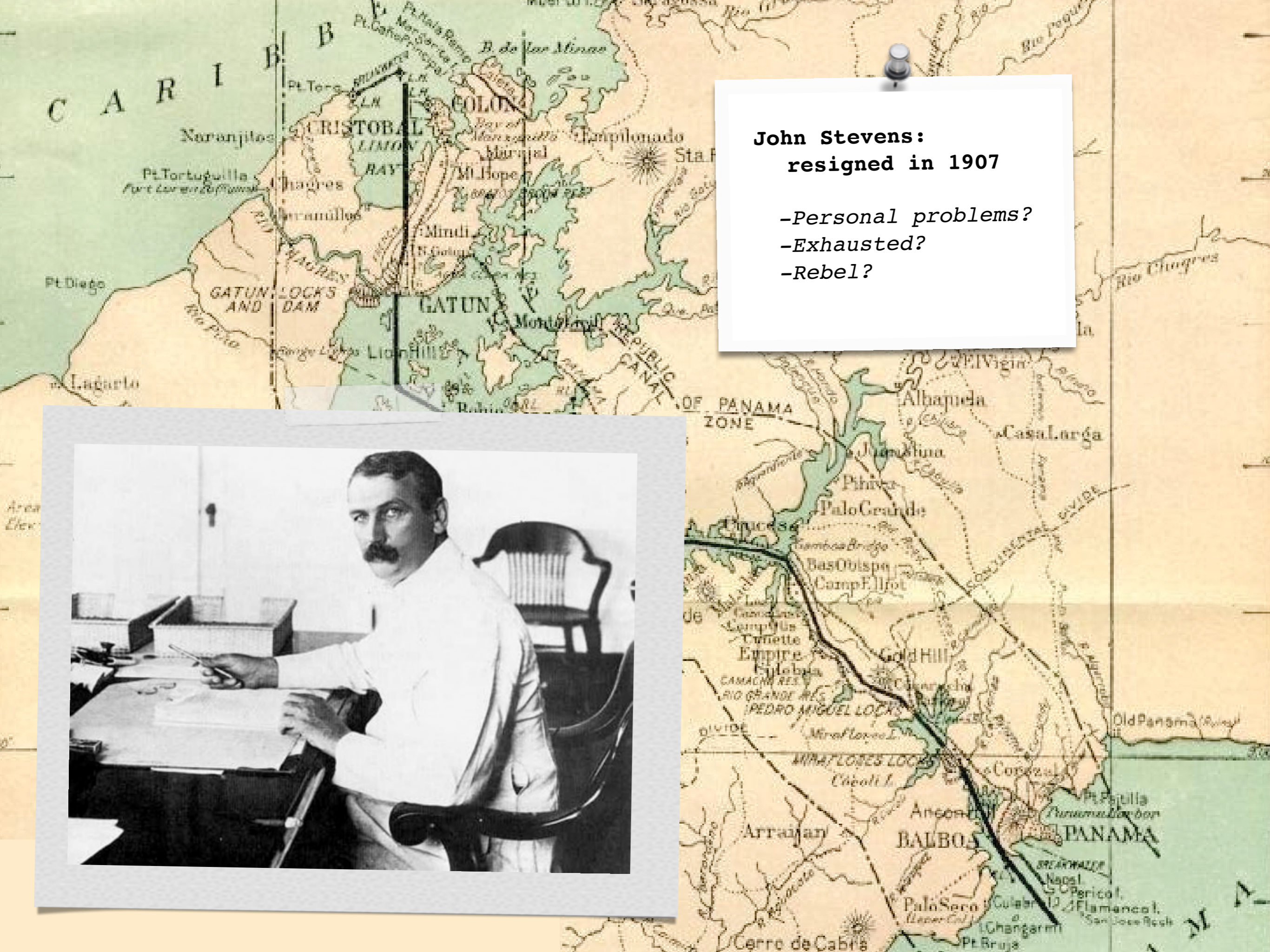
**Teamwork-** let Gorgas do his thing even though Stevens wasn't sure about the mosquito theory

**Leadership-** gathering group of lieutenants around him

**Power-** threw his weight around to keep Gorgas, to re-appropriate money for mosquito eradication and to build the canal with locks

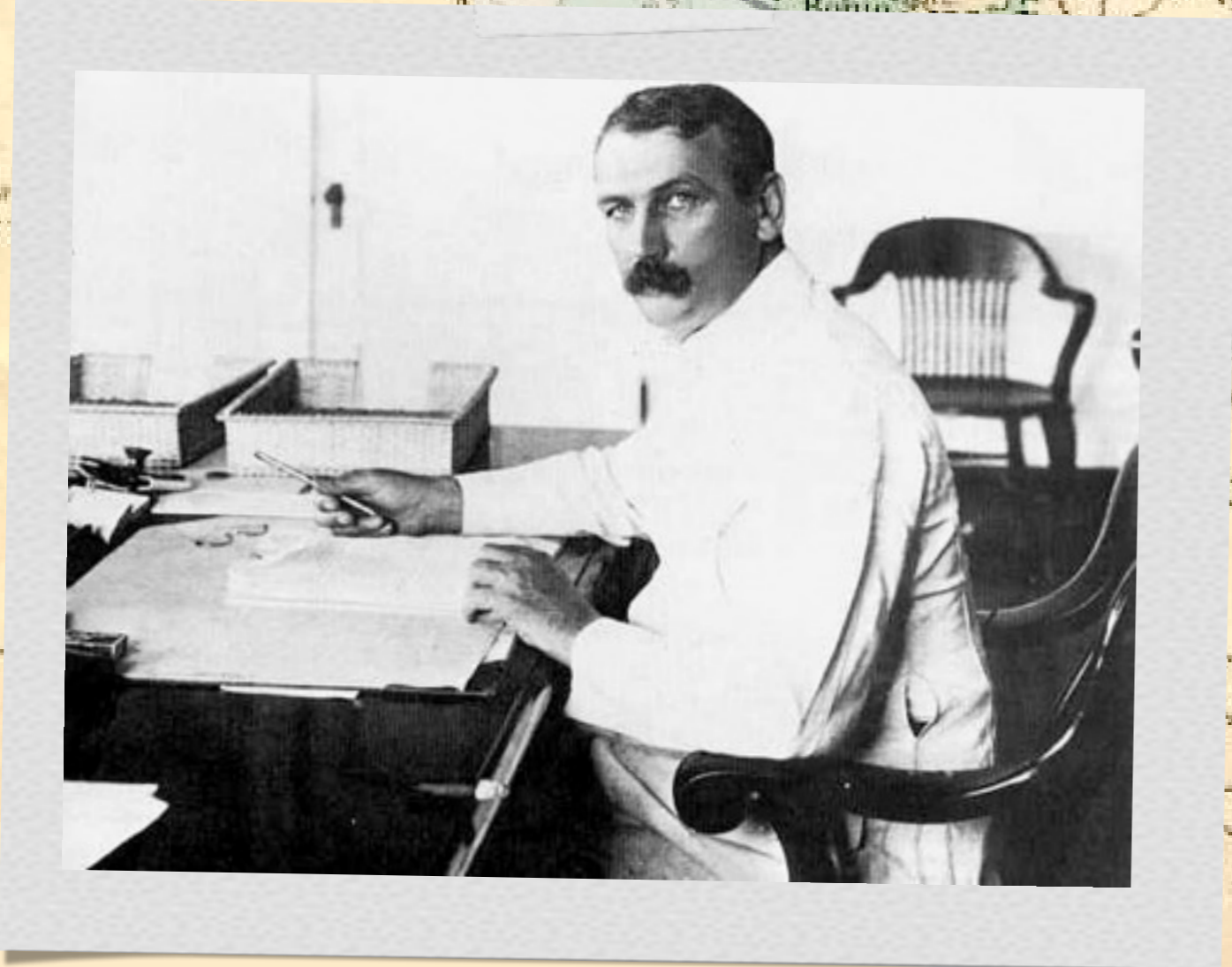






**John Stevens:**  
**resigned in 1907**

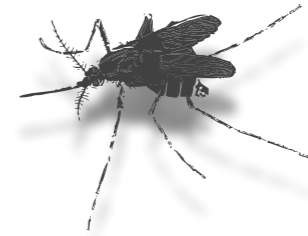
- Personal problems?
- Exhausted?
- Rebel?

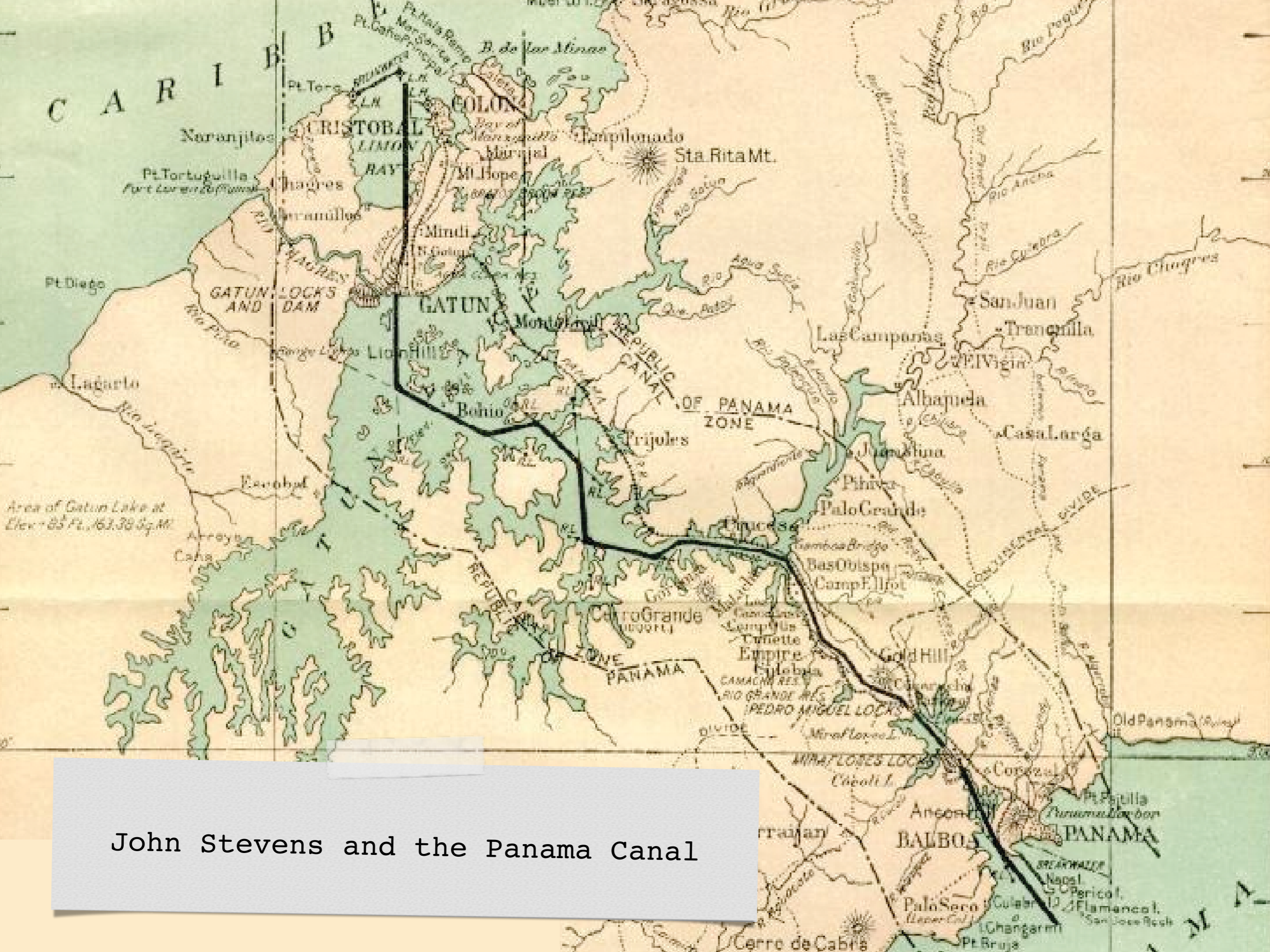




George Washington Goethal assumes control of the project and is able to take advantage of Stevens' well oiled machine.

The Army takes over and completes the Canal.





John Stevens and the Panama Canal