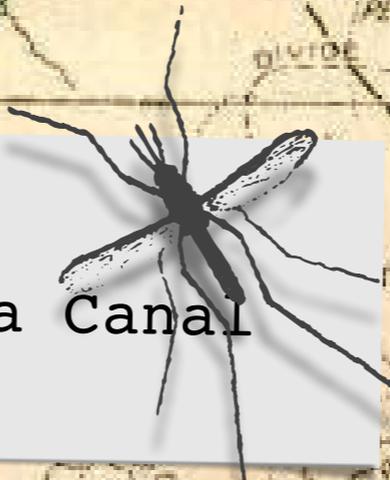
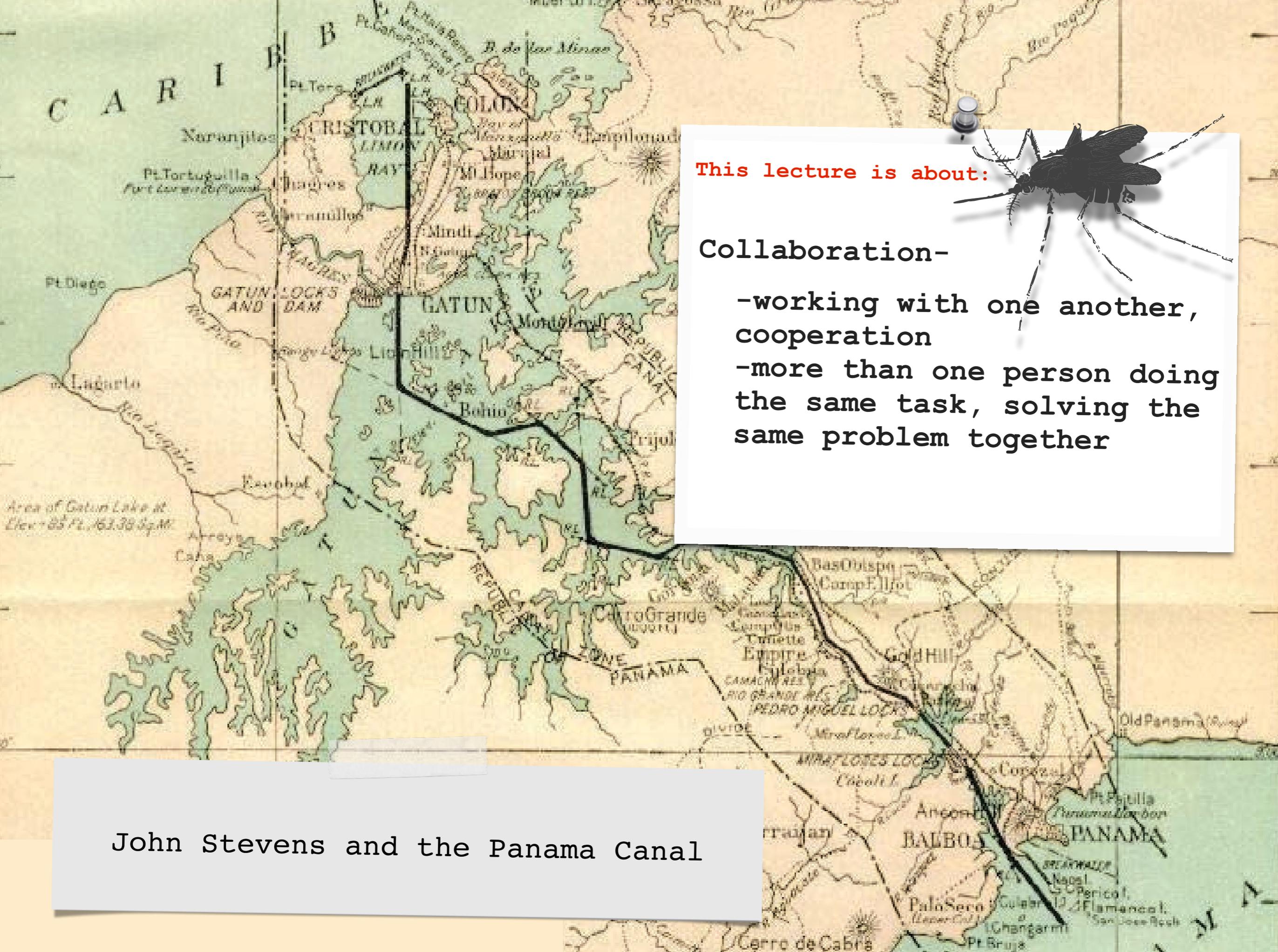


John Stevens and the Panama Canal





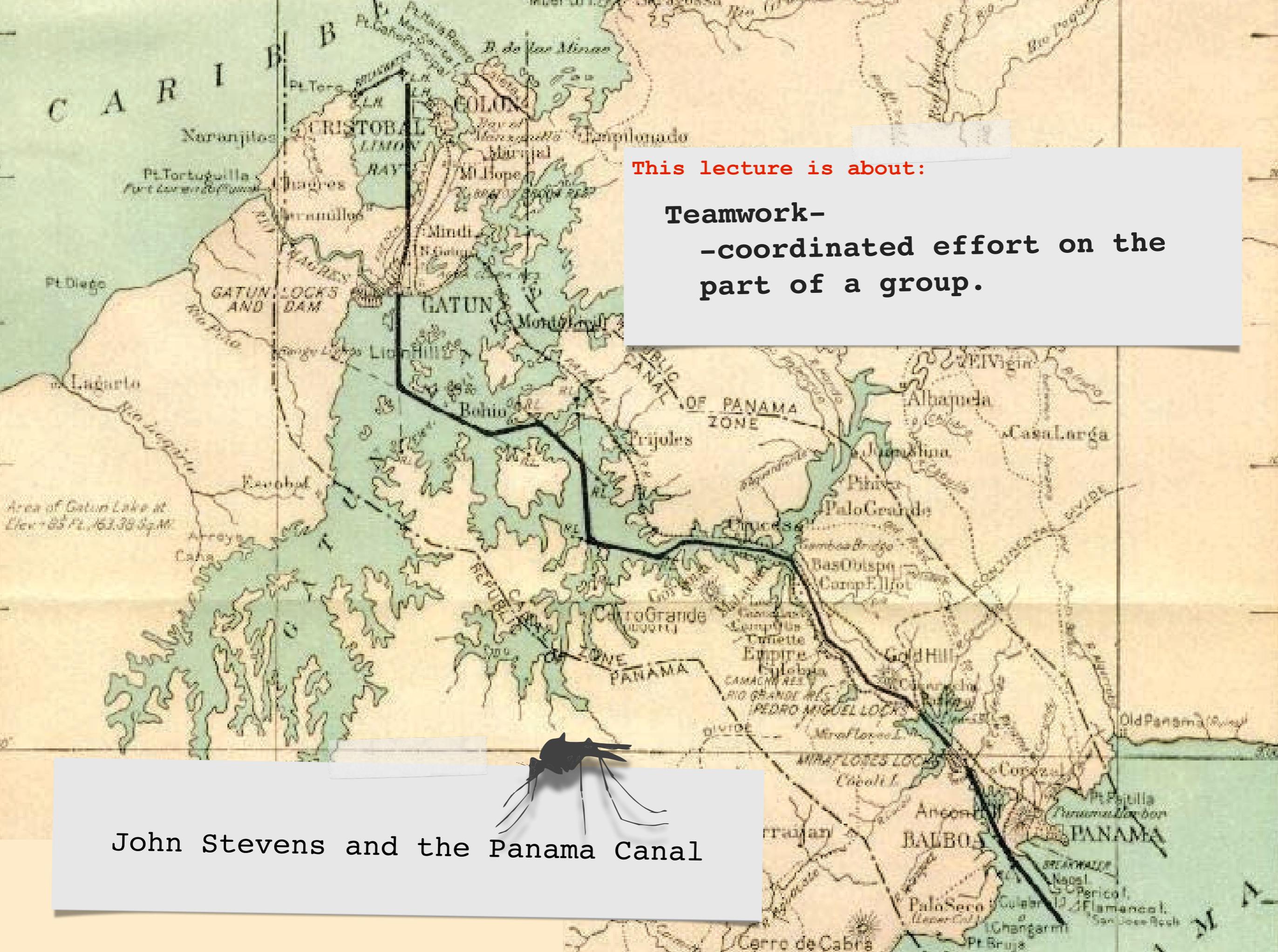
This lecture is about:



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

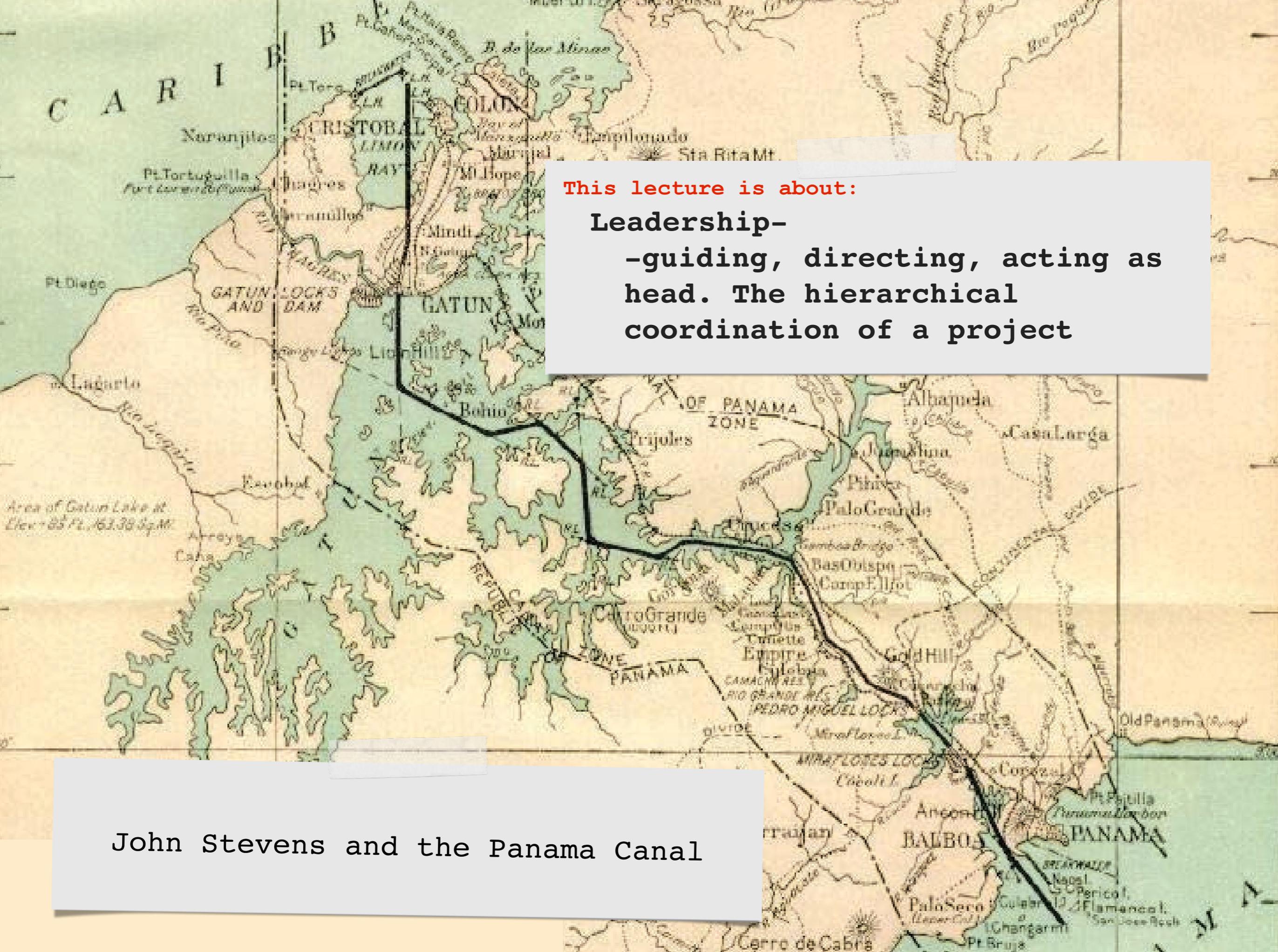


This lecture is about:

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



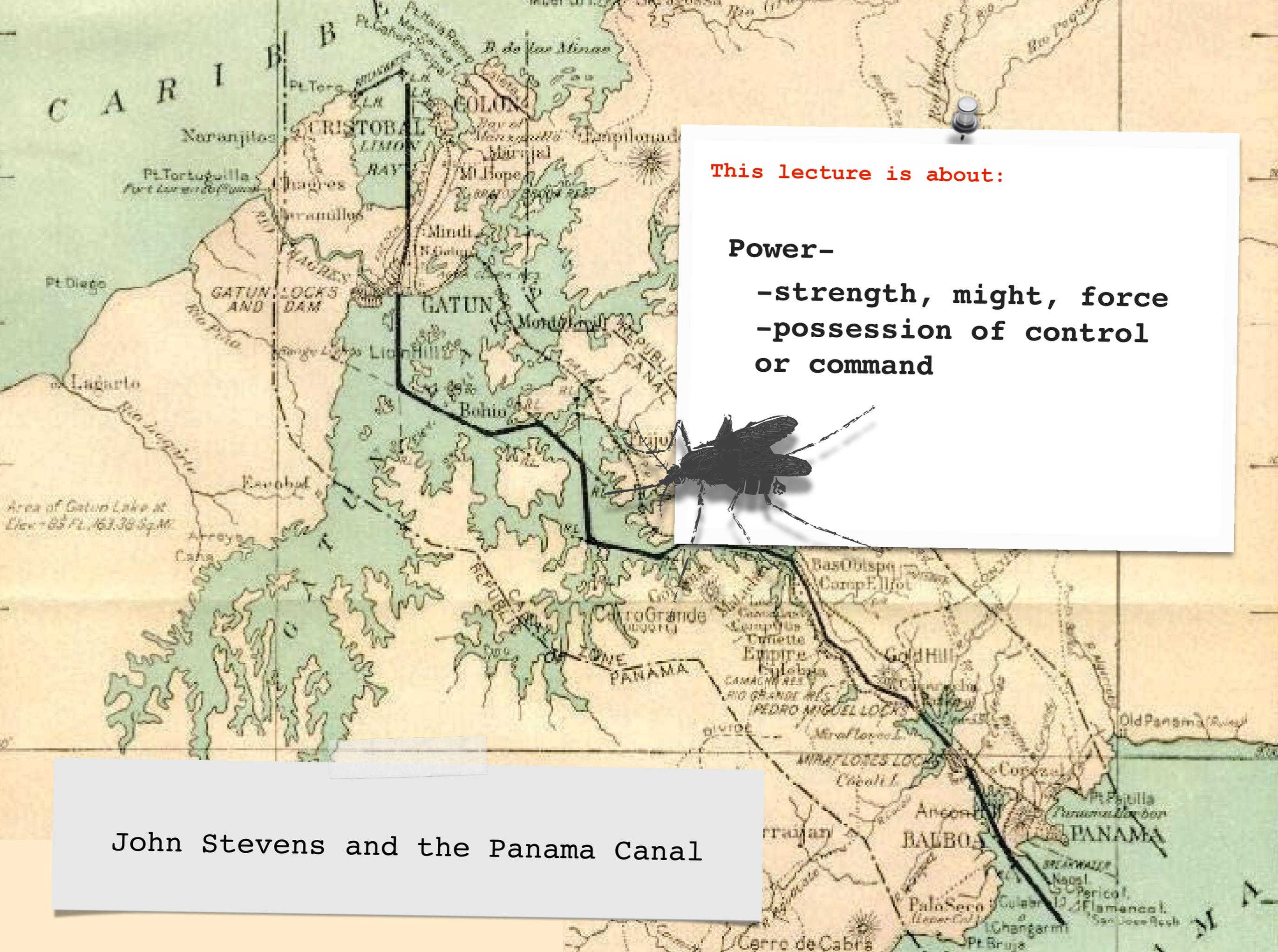
John Stevens and the Panama Canal



This lecture is about:

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

John Stevens and the Panama Canal

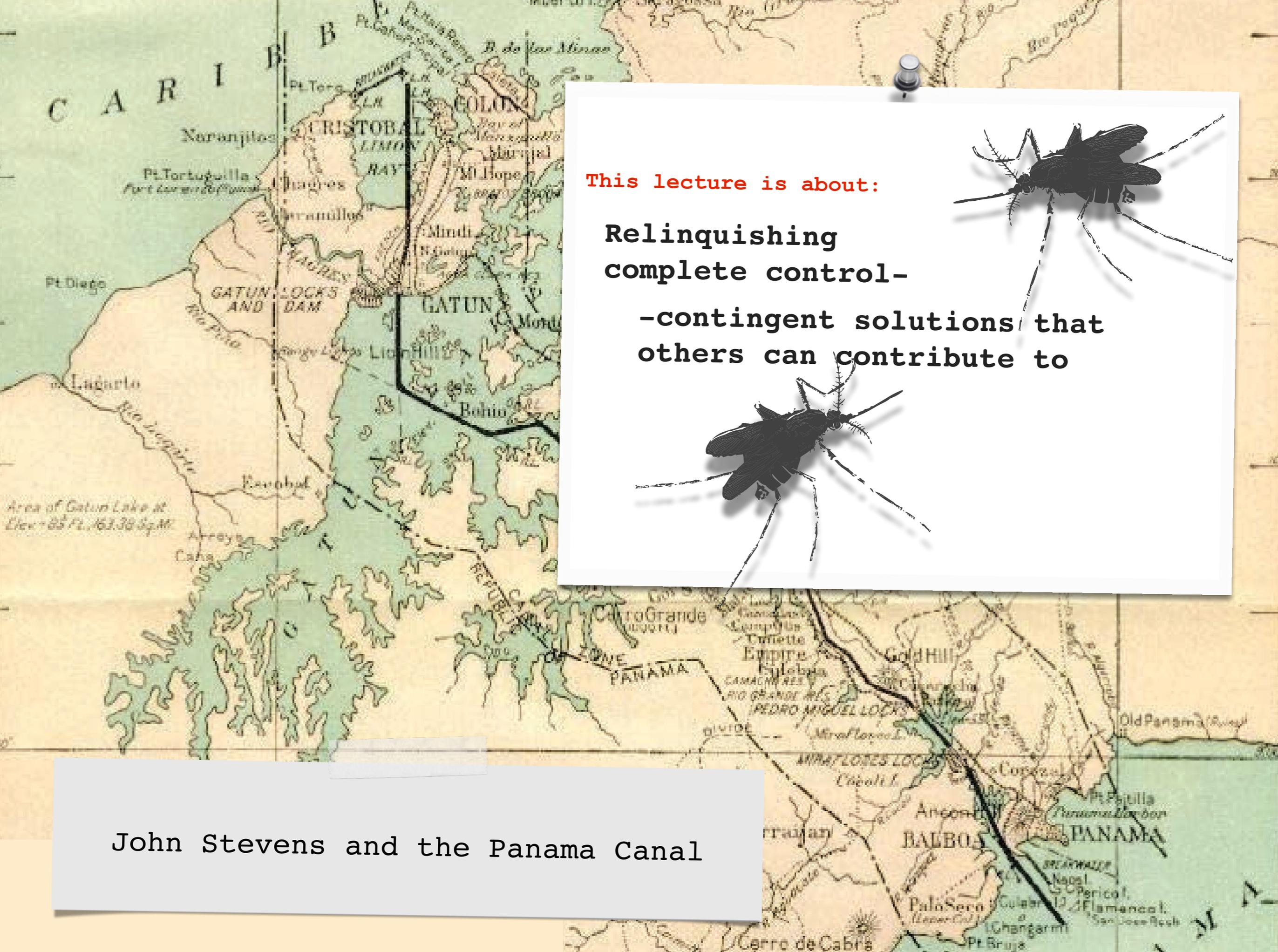


This lecture is about:

Power-

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

John Stevens and the Panama Canal



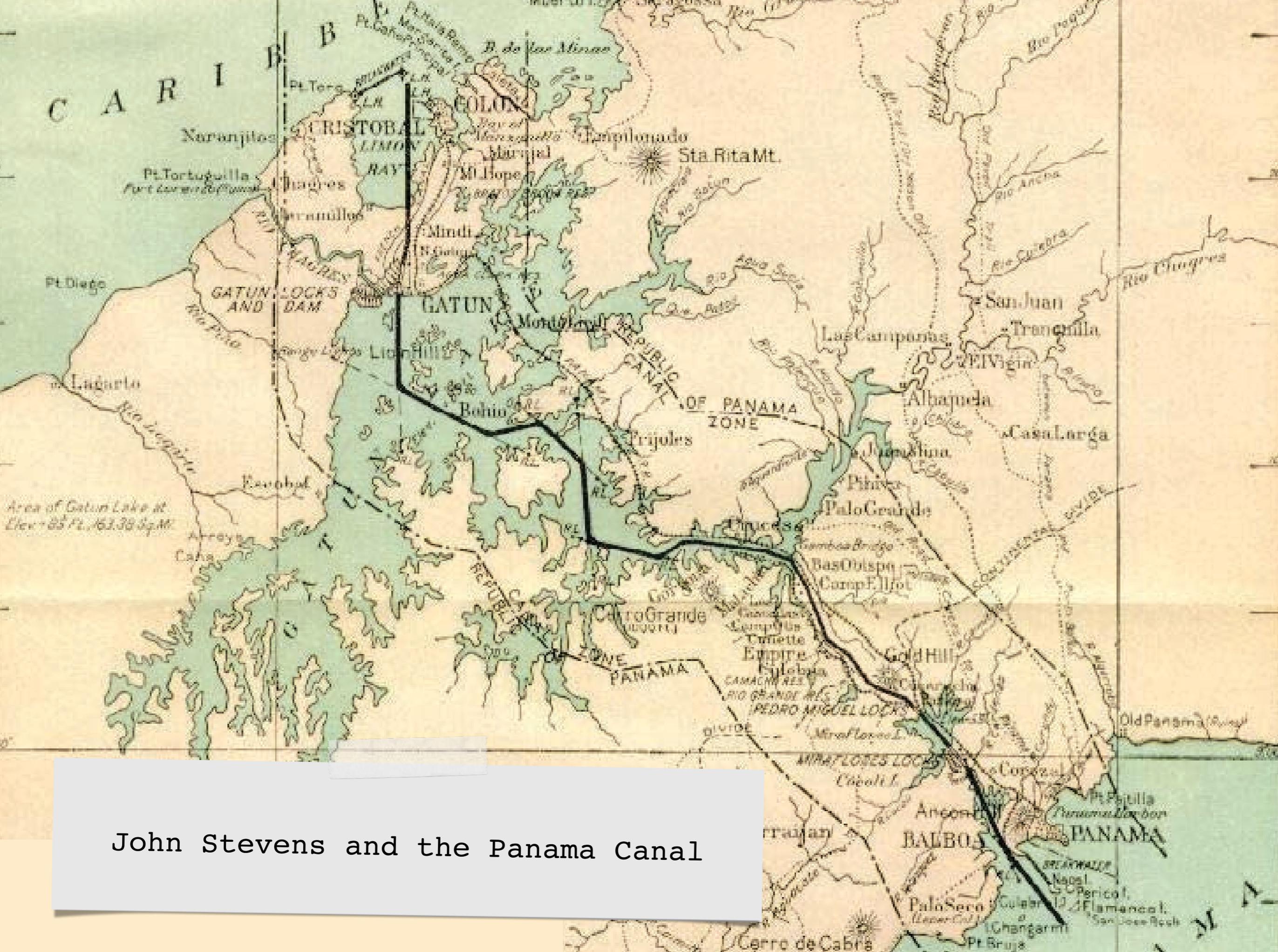
This lecture is about:

Relinquishing
complete control-

-contingent solutions that
others can contribute to



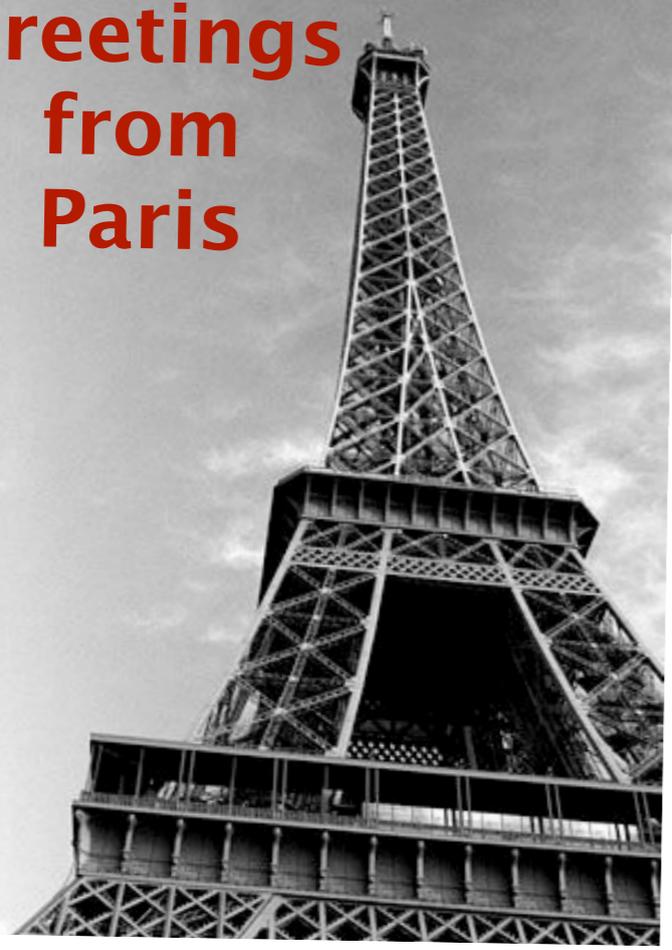
John Stevens and the Panama Canal



John Stevens and the Panama Canal

Vive la France!

Greetings from Paris



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.

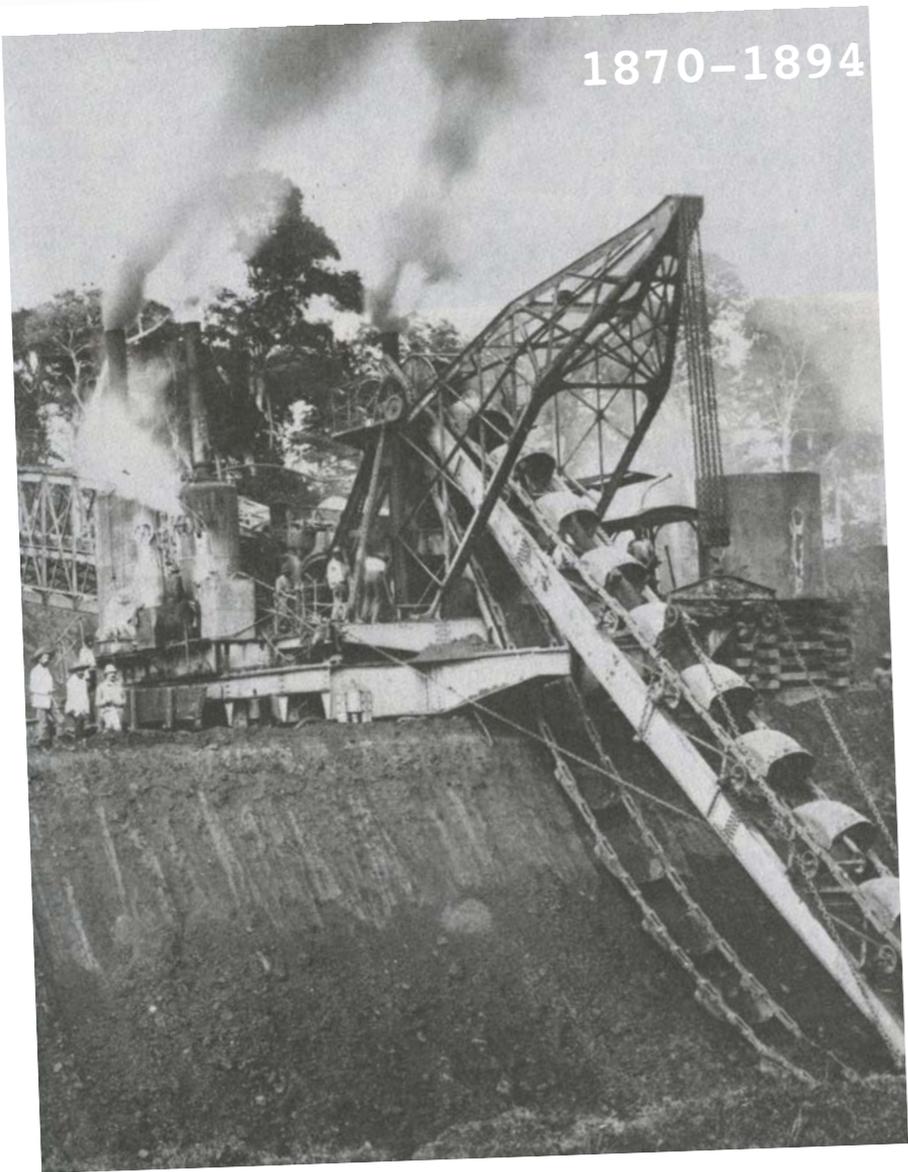
1854-1869: France completes the Suez Canal

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



Feeling Great in Panama!

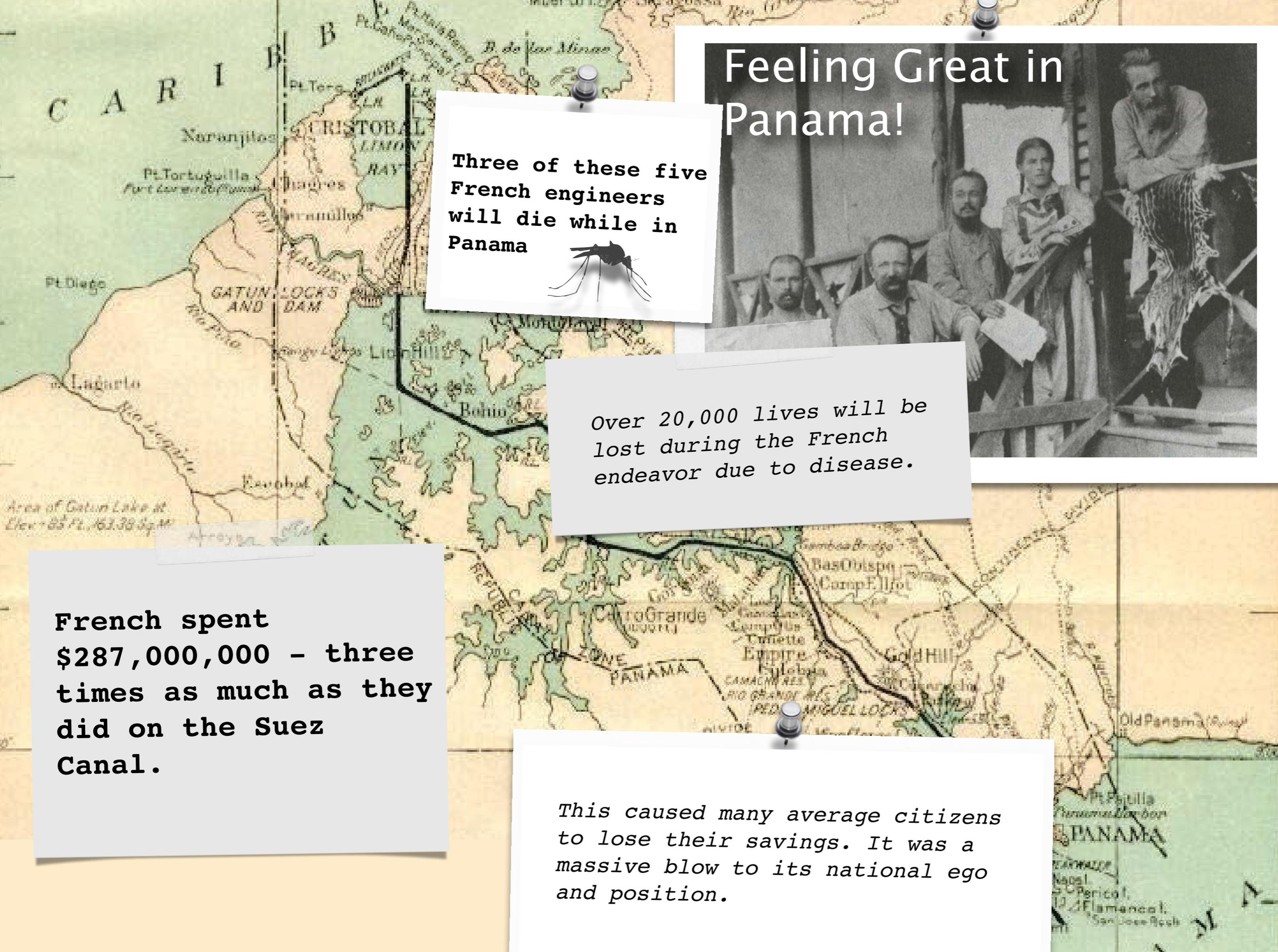
Three of these five French engineers will die while in Panama

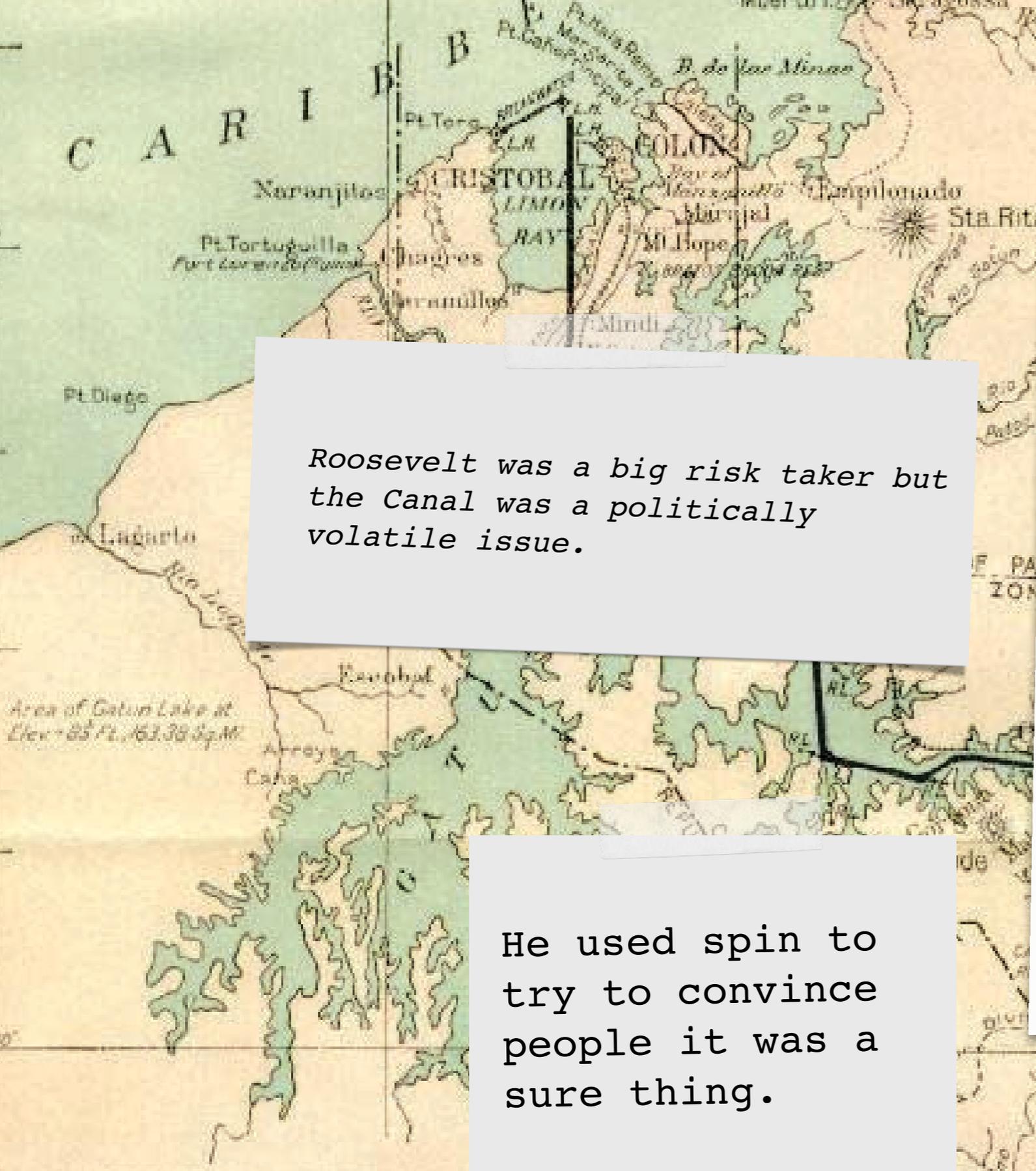


Over 20,000 lives will be lost during the French endeavor due to disease.

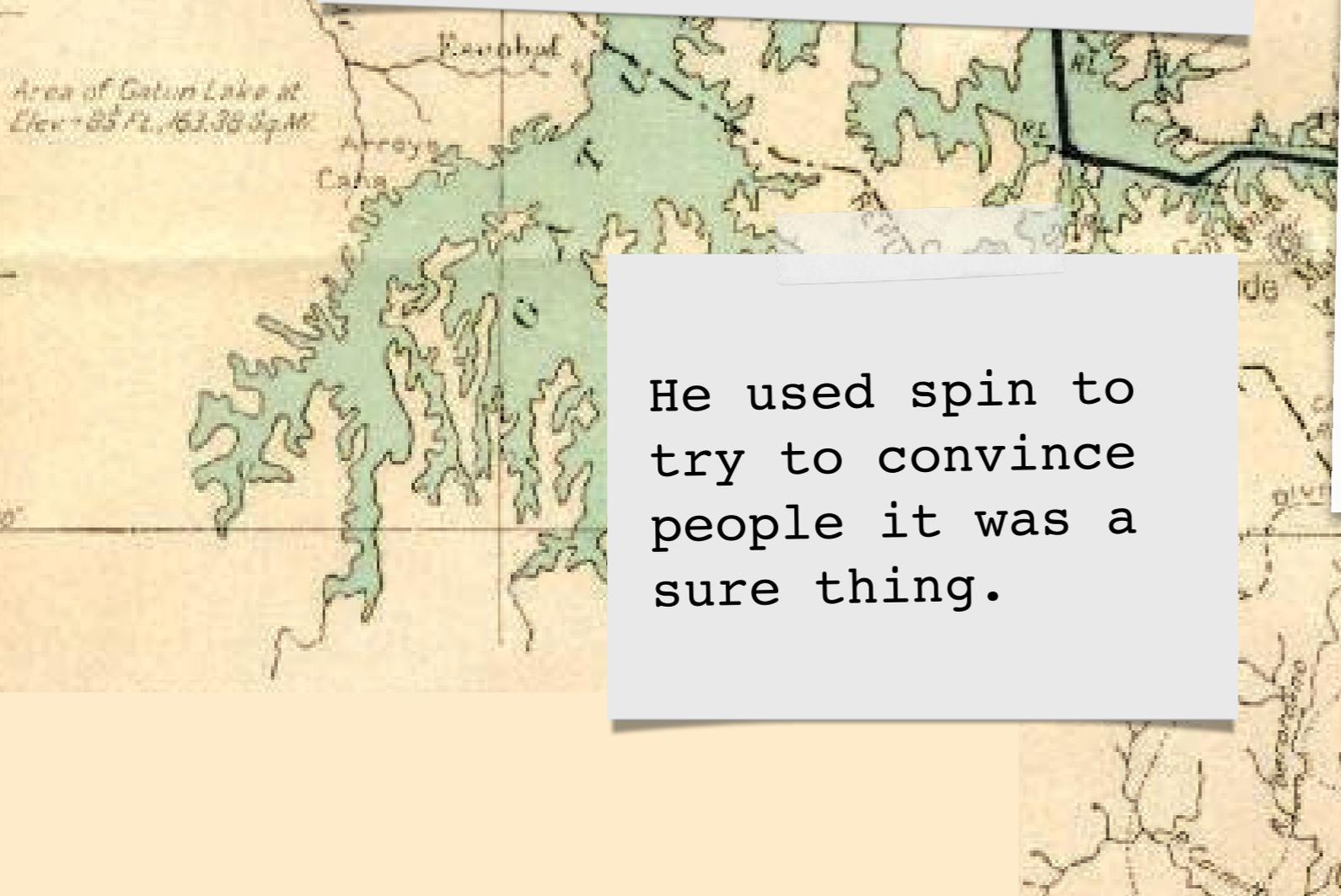
French spent \$287,000,000 - three times as much as they did on the Suez Canal.

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





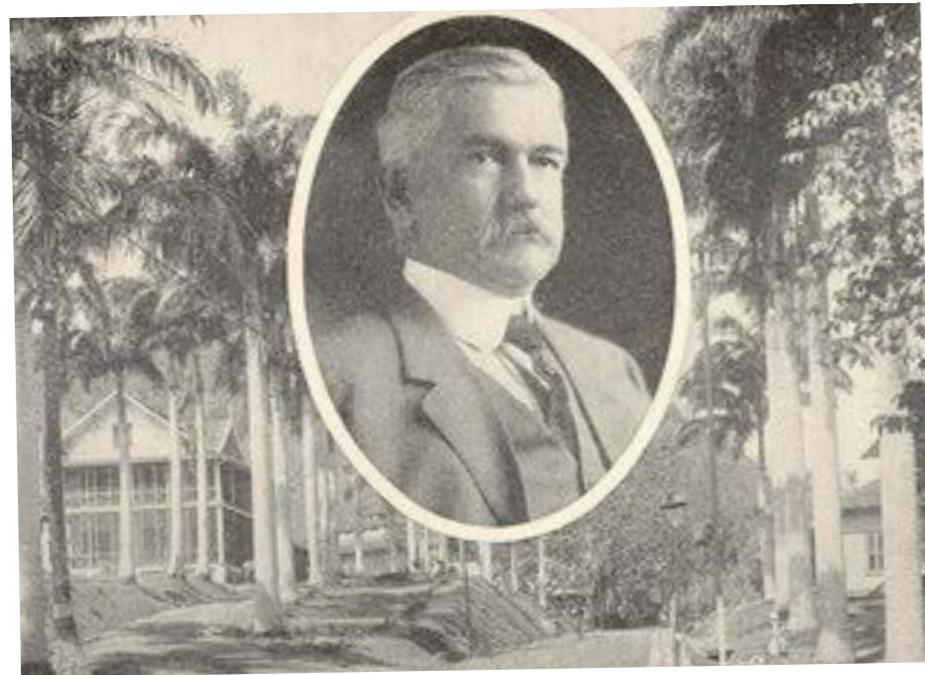
Roosevelt was a big risk taker but the Canal was a politically volatile issue.



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:



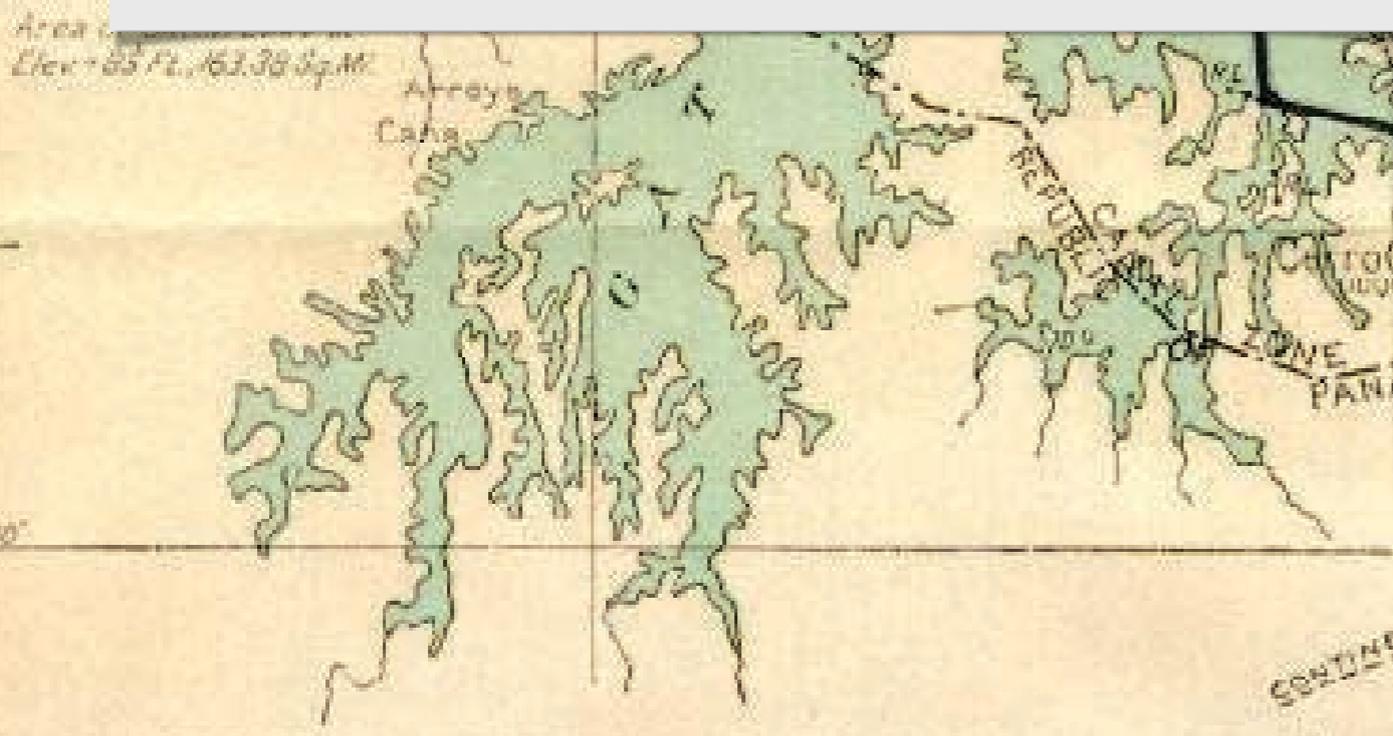
In 1904 William Gorgas was appointed to head efforts to fight health problems

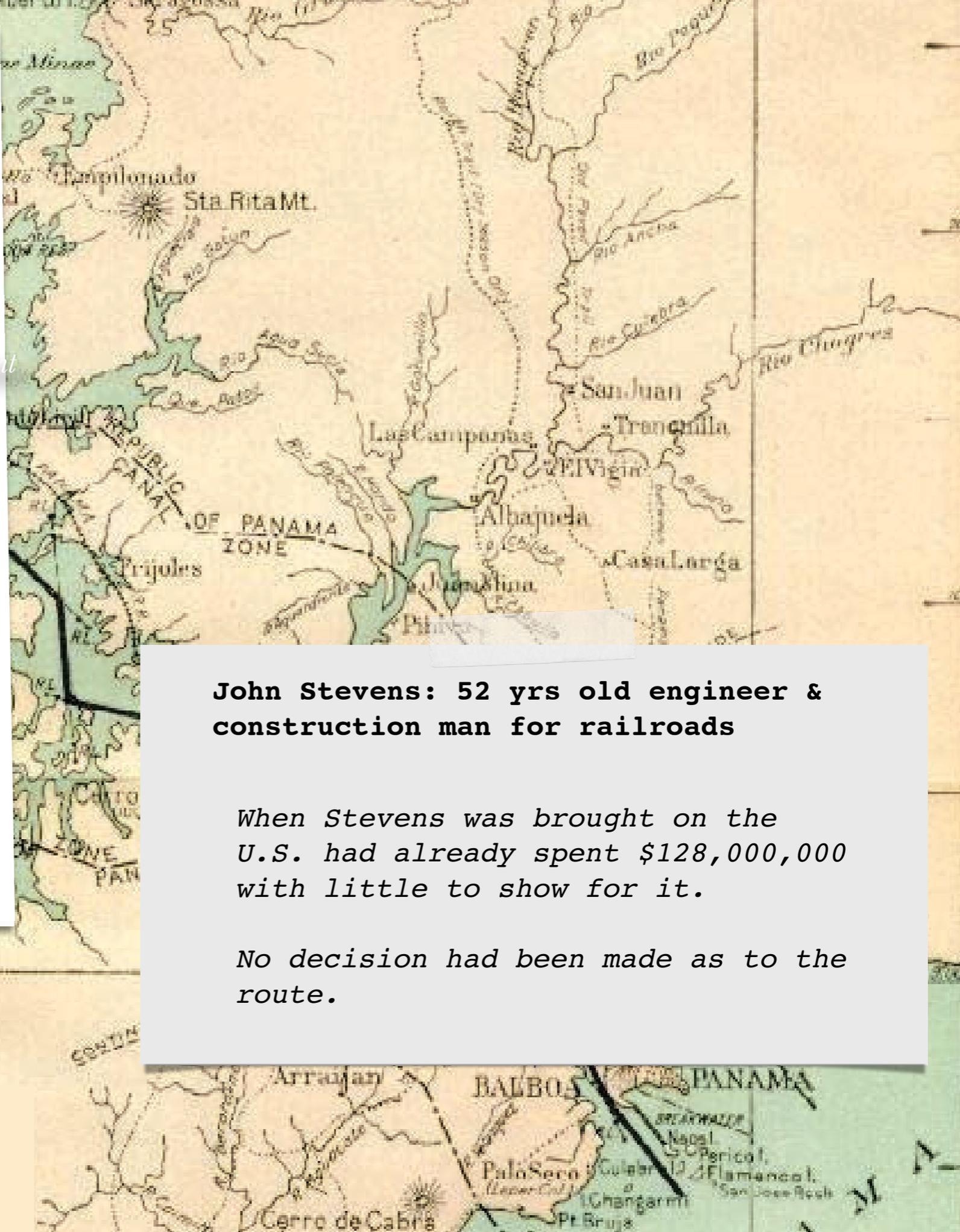


Dr. William Gorgas: 49 yrs old

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.

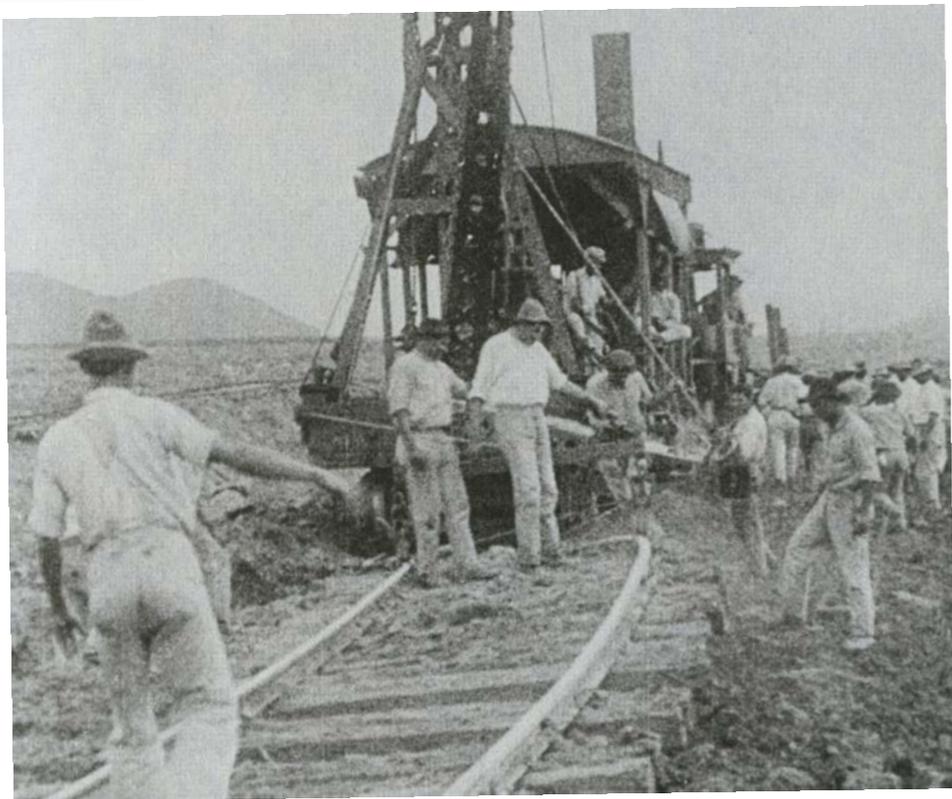




John Stevens: 52 yrs old engineer & construction man for railroads

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.

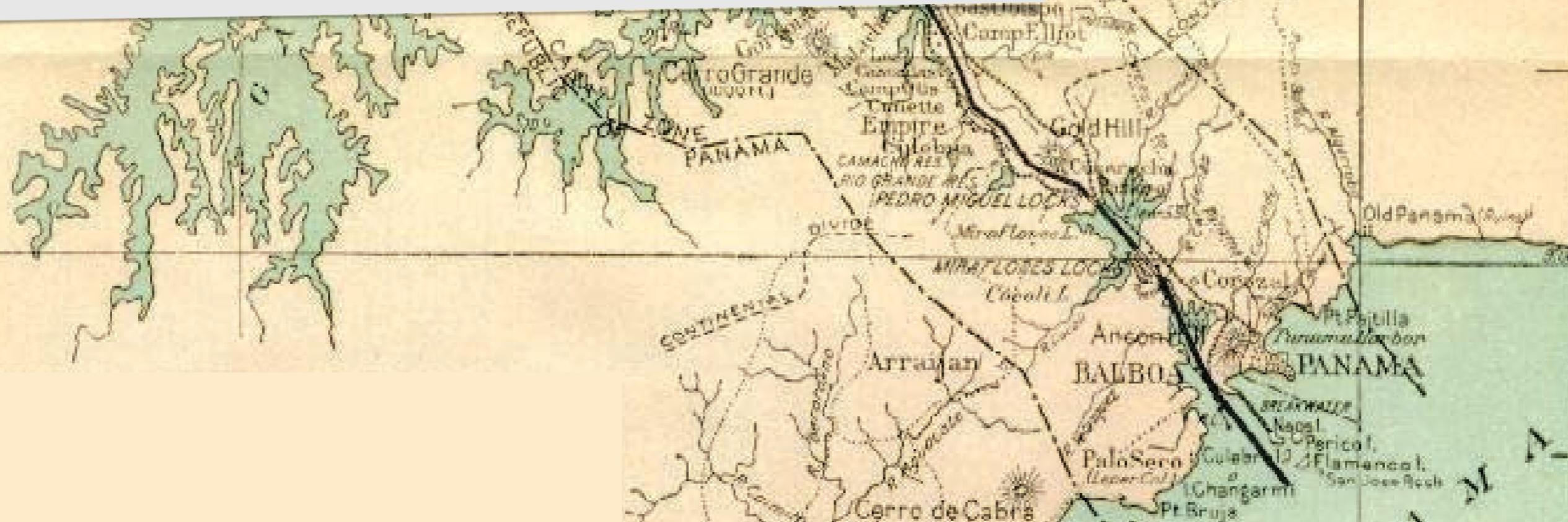


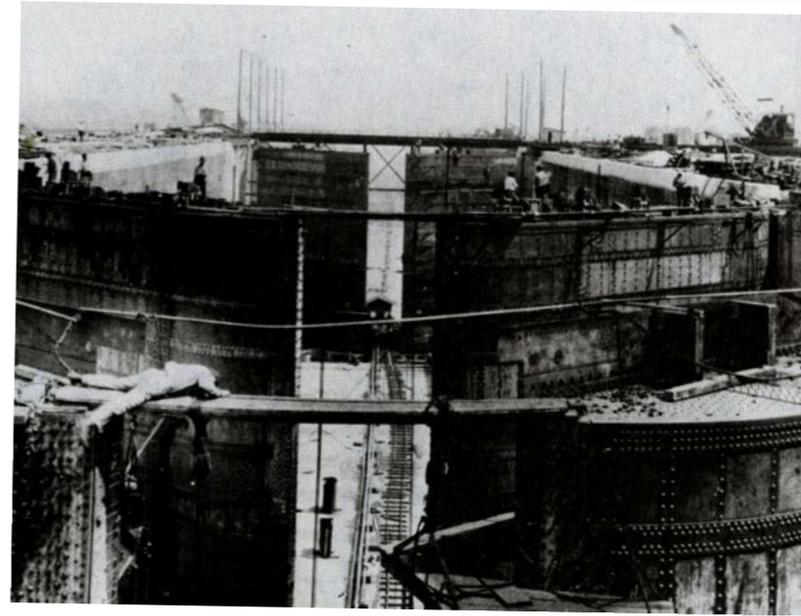
Stevens immediately stopped the digging
1-worked on building the railroad
2-worked on providing houses,
schools, churches, etc.
3-worked on eradicating health
problems

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)





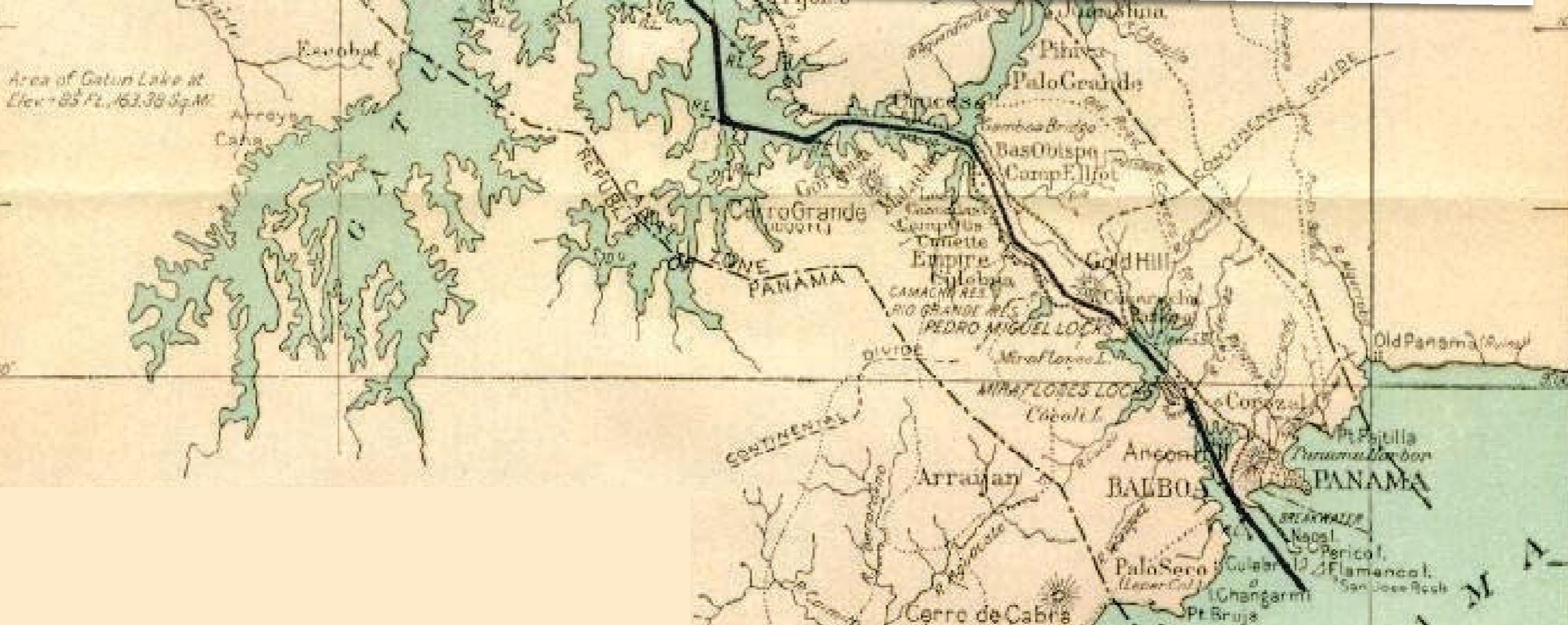
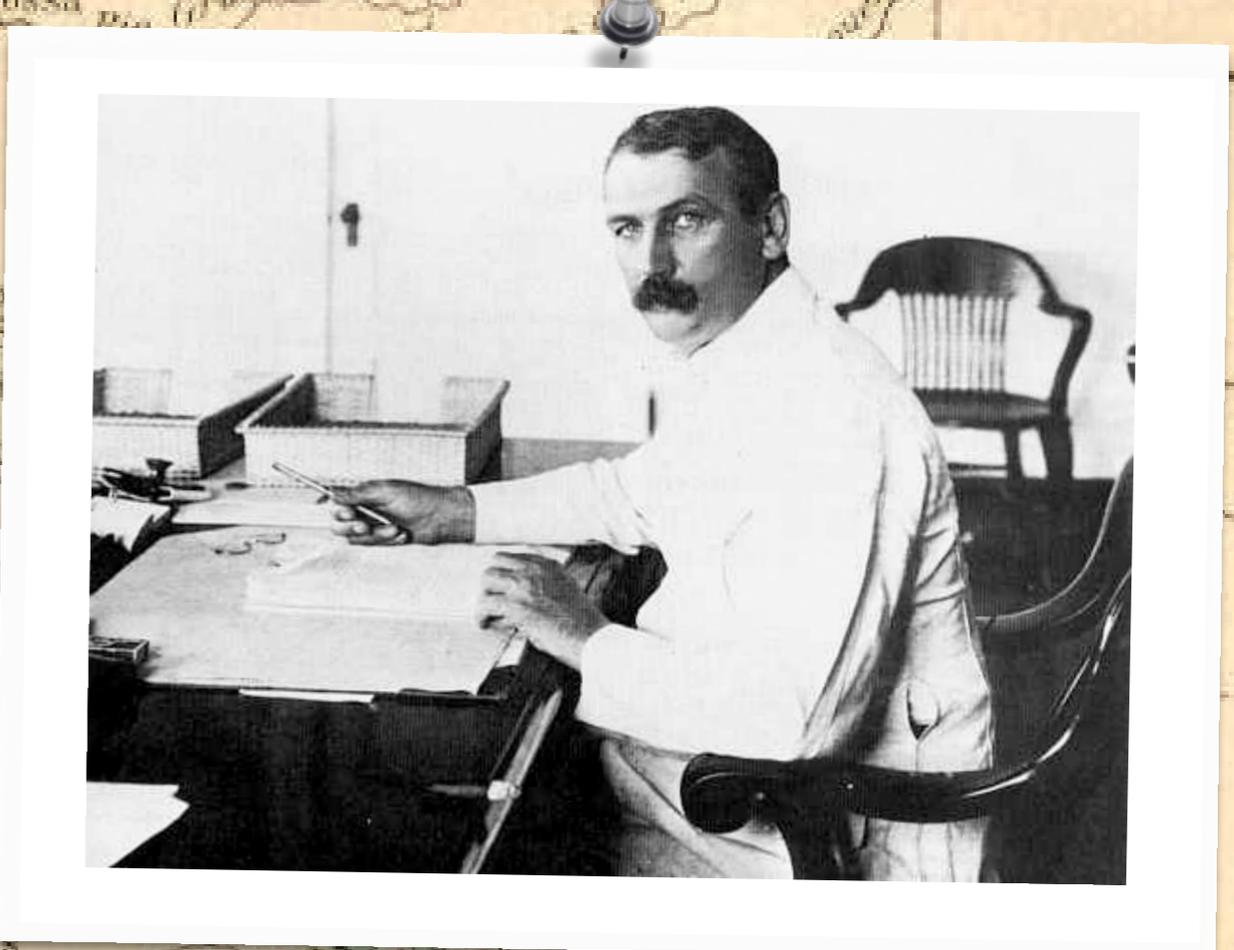
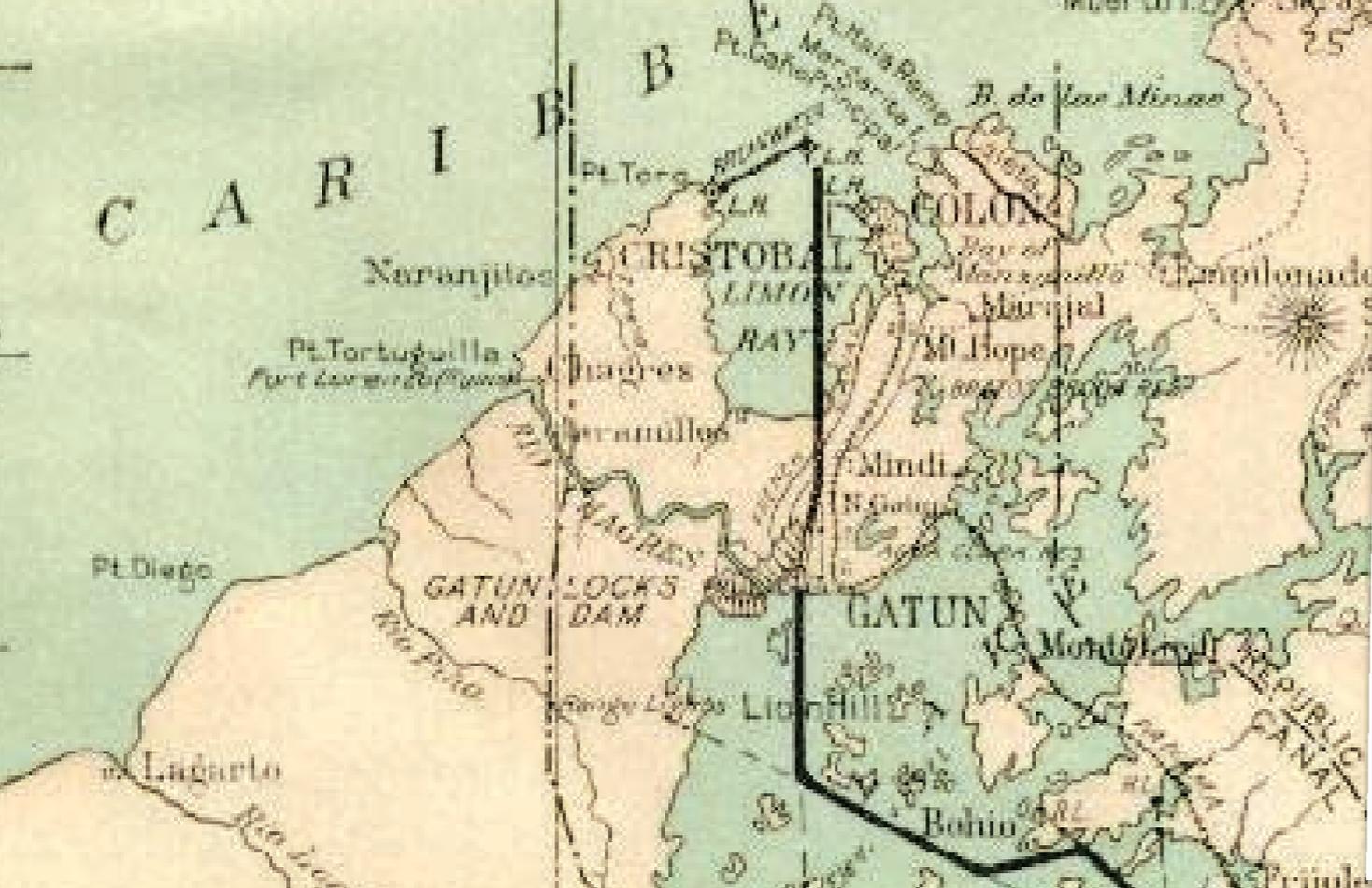
Stevens was able to make this work through:

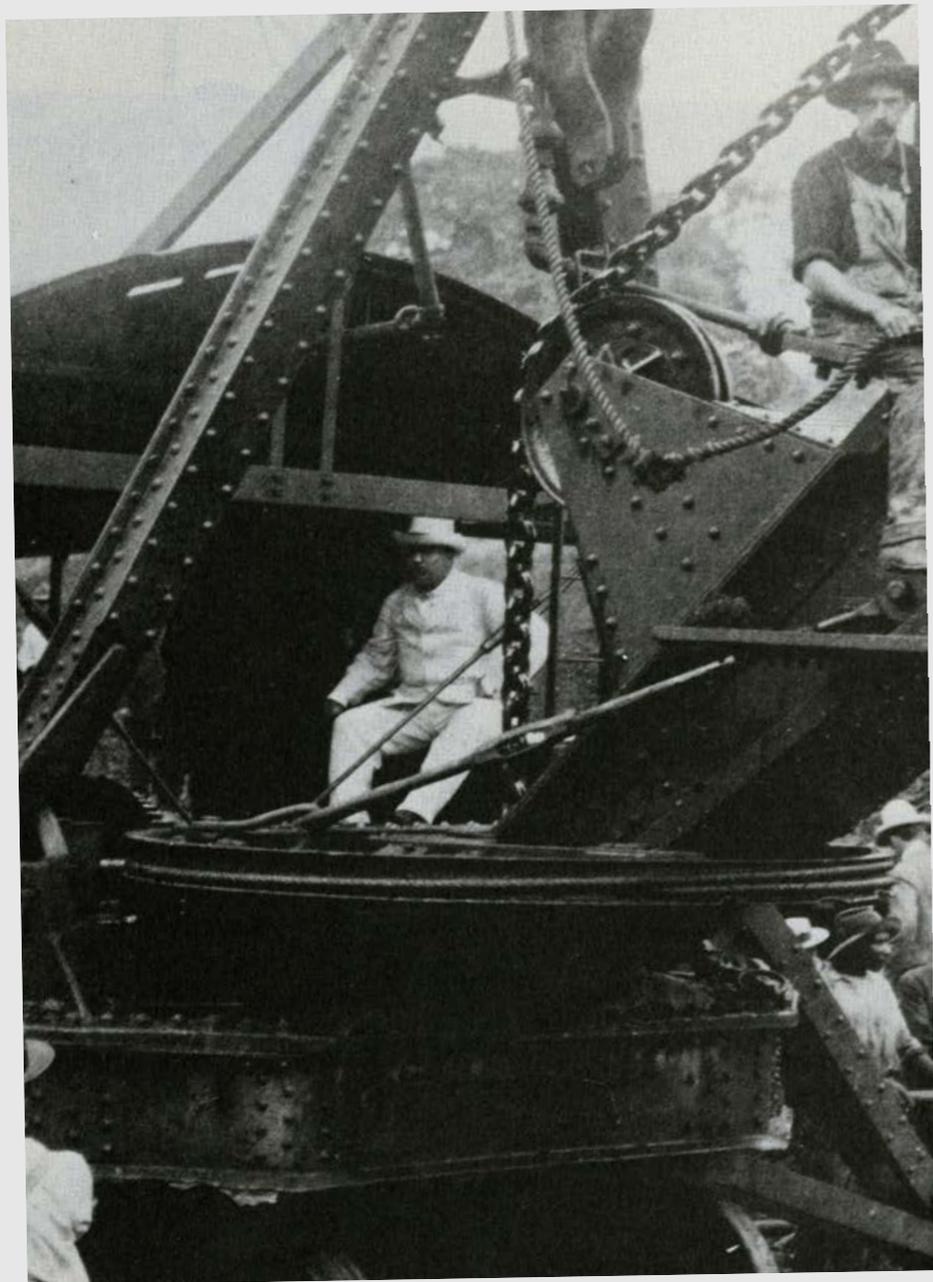
Collaboration- working with Roosevelt & James Hills

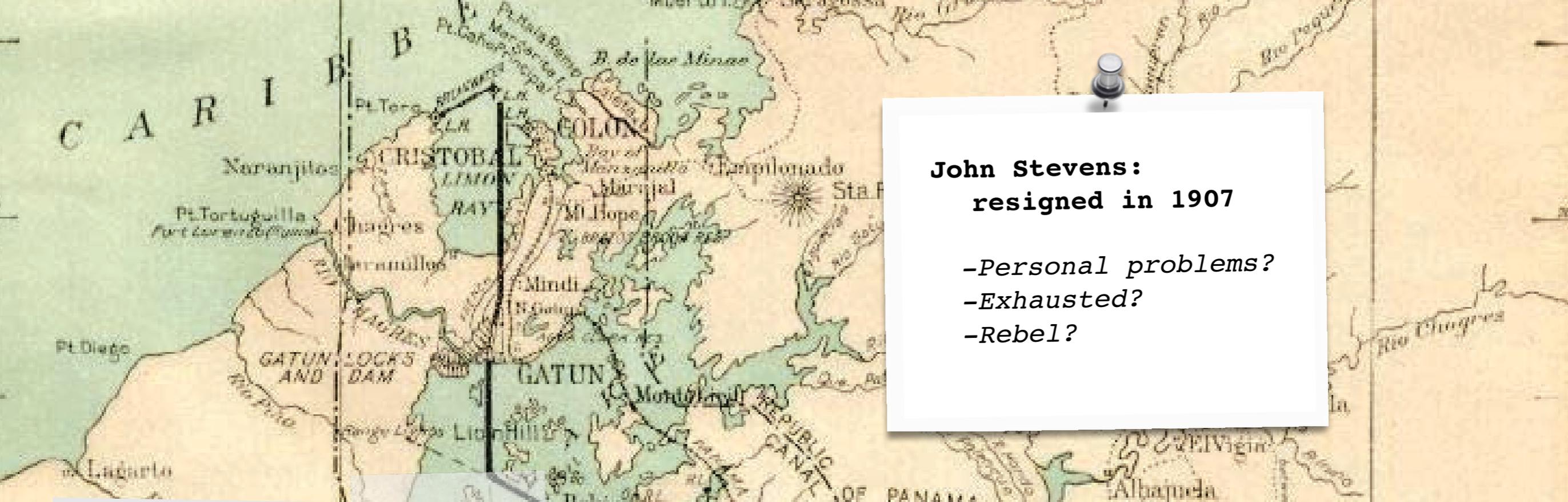
Teamwork- let Gorgas do his thing even though Stevens wasn't sure about the mosquito theory

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

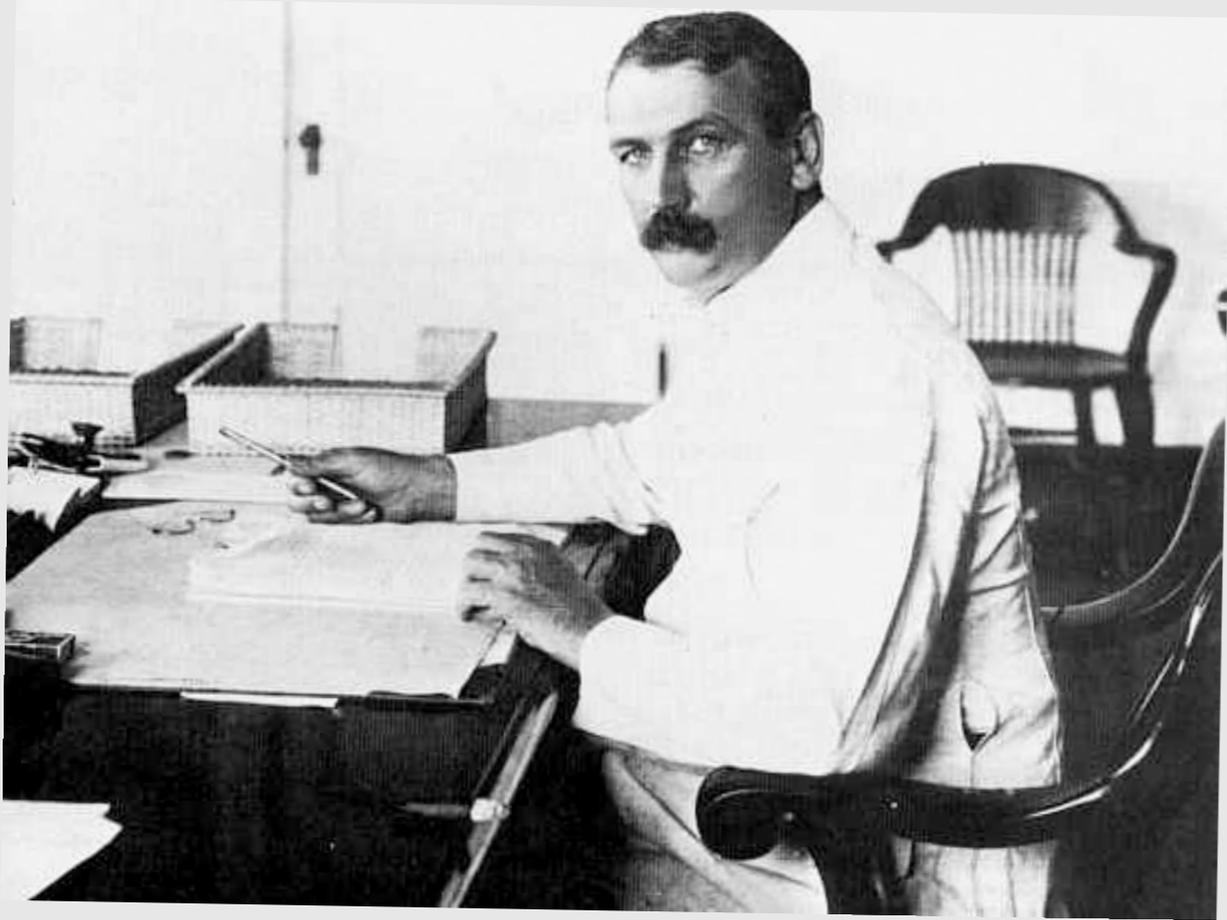


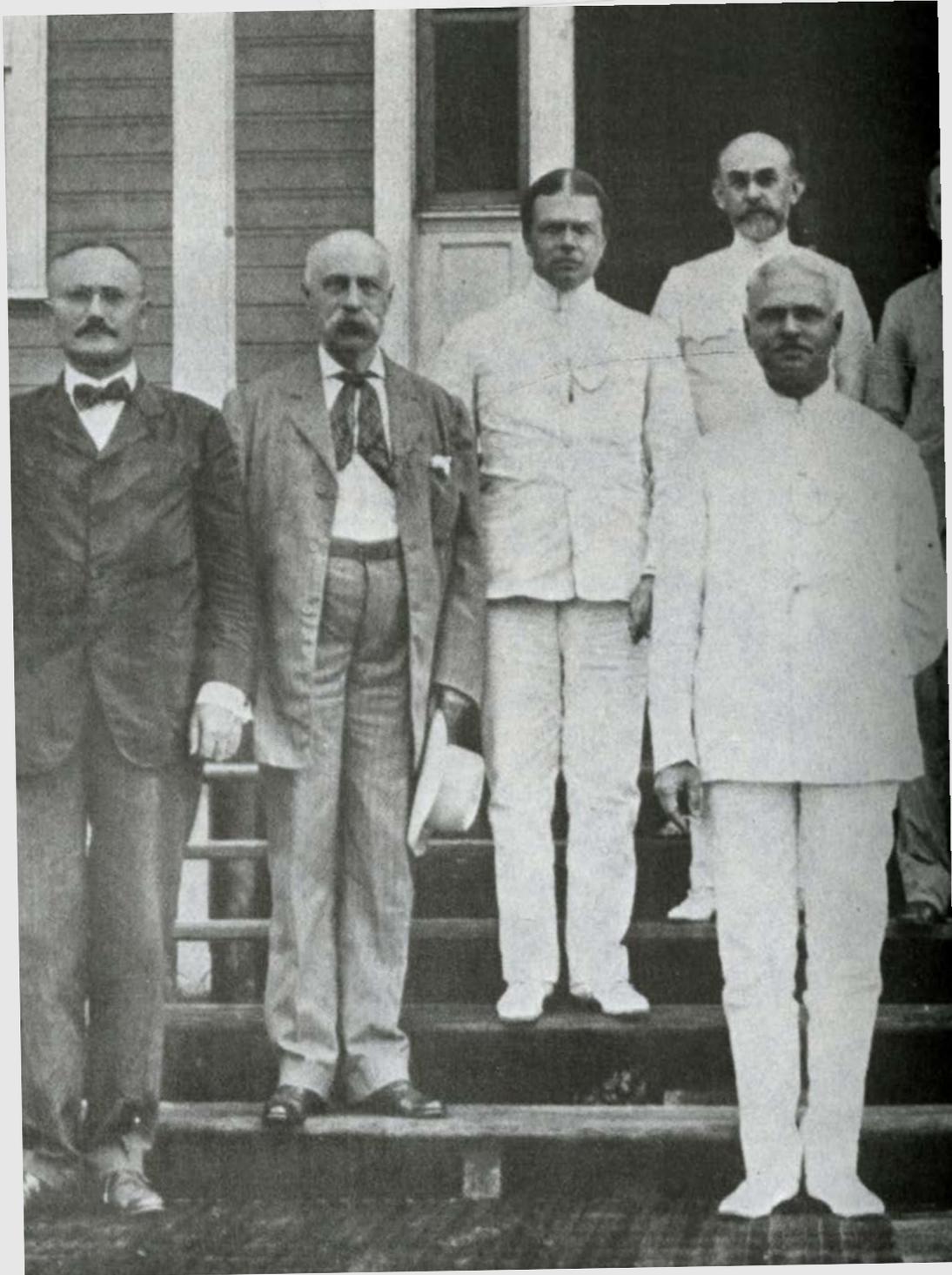




John Stevens:
resigned in 1907

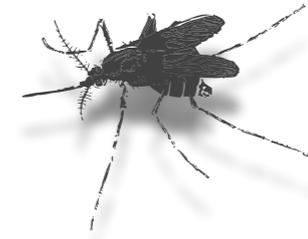
- Personal problems?
- Exhausted?
- Rebel?

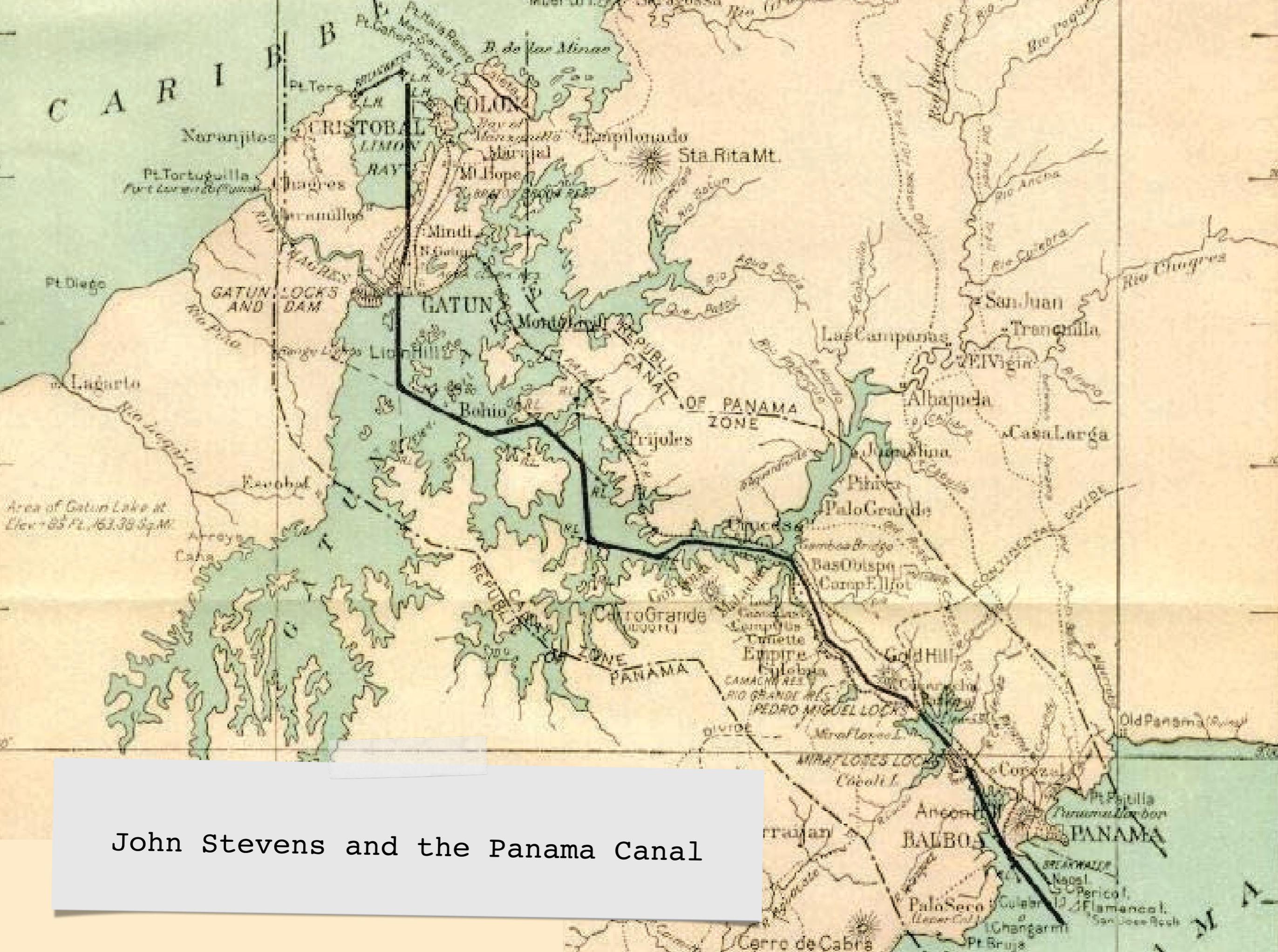




George Washington Goethal assumes control of the project and is able to take advantage of Stevens' well oiled machine.

The Army takes over and completes the Canal.





John Stevens and the Panama Canal