Harlow

In his classic book of advice to young rulers, Machiavelli cautioned that "the great majority of mankind are often more influenced by things that seem, than by those that are." Today's rulers have most of the problems Machiavelli wrote about, but in particular, they can ill afford any confusion between appearances and reality.

To guard against such confusion, every great leader requires the services of a few trusted advisors. When we wish to be unkind, we refer to them as Machiavellis. When we wish to be generous, they are known as Elder Statesmen. No matter... it is all the same. Such individuals must possess a special gift to find reality among conflicting points of view and a special kind of relationship to the leader they serve.

One of the most revealing things about Bryce Harlow is that he served an amazing number of leaders of our nation: Two Presidents officially and four Presidents unofficially, two great military leaders, and Congressional leaders too numerous to mention. His eleven years of service in the White House as a key Presidential advisor are matched by few others in the history of that institution.

This book details the life and times of Bryce who I came to know and admire when I first joined the Nixon White House as National Security advisor. Bryce' beginnings are not unlike many others. However, when you start reading about his staff work for General George C. Marshall, his work as a War Department liaison with Congress, his role as assistant librarian for the House of Representatives, his responsibilities as an aide to an Oklahoma Congressman, his leadership as Chief of Staff of the House Committee on Armed Services, and ultimately his major role as counselor and senior advisor to Presidents, you soon discover that you have something very special here. Bryce Harlow, you see, did all of these things and then virtually single-handedly created the entire modern advocacy industry.

Add:

At every stage of my career and especially in times of crisis, I turned to Bryce for advice and counsel, as I have repeatedly illustrated in my memoirs.
During his 24 years of federal service Bryce Harlow was in and out of White Houses, in and out of Congressional offices and in and out of the private sector so often that it was almost difficult to keep track. The problem was that Presidents, Congressmen, Industrial giants and anybody who was anybody in the business of government in Washington sought and "required" his advice and counsel. And Bryce heard the call and responded.

During his 24 years of Federal service Bryce Harlow was the most respected expert of unquestioned ability and integrity in every aspect of life in Washington DC. His every act brought credit to his country and to those institutions he served whether the military services, the legislative branch, various Administrations, or the business community.

The names of national leaders he served have become legendary in the history of the Republic. If each were able to pen a forward for this history they would write that those legends were created in part by the sturdy fabric of reality woven day by day by Bryce N. Harlow.
Harlow

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Dear Mr. Korologos:

Deep in the bowels of the Oklahoma Hall of Fame, Judge Thompson managed to locate a transcript of HAK's remarks at Bryce Harlow's installation ceremony in 1977. We felt they might be very useful for your "draft".

Mum's the word!

Suzanne
In his classic book of advice to young rulers, Machiavelli cautioned that "the great majority of mankind are often more influenced by things that seem, than by those that are." Today's rulers have most of the problems Machiavelli wrote about, but in particular, they can ill afford any confusion between appearances and reality.

To guard against such confusion, every great leader requires the services of a few trusted advisors. When we wish to be unkind, we refer to them as Machiavellis. When we wish to be generous, they are known as Elder Statesmen. No matter . . . it is all the same. Such individuals must possess a special gift to find reality among conflicting points of view and a special kind of relationship to the leader they serve.

One of the most revealing things I can say about Bryce Harlow tonight is that he has served an amazing number of the leaders of our nation: Two Presidents officially and four Presidents unofficially, two great military leaders, and congressional leaders almost too numerous to mention. His 11 years of service in the White House as a key Presidential advisor are matched by few others in the history of that institution.

His beginnings were not unlike those of many here tonight. His pre-college schooling was in Oklahoma City, and he worked as an aviation mechanic at the Oklahoma City airport throughout his high school years. He then earned both his Bachelor's and Masters degrees from the University of Oklahoma. In 1941 he went on active duty as an Army officer and served on the staff of
the Army Chief of Staff, General George C. Marshall. During this period, he handled the War Department’s relations with Congress, taking an active part in the great variety of legislative matters which made possible the rapid expansion of the country’s military might and eventual victory on the fields of battle.

Mr. Harlow had been Assistant Librarian of the House of Representatives and an aide to an Oklahoma Congressman before the war; and after peace came in early 1947, he was called away from his family’s publishing business in Oklahoma City to become Chief of Staff of the Committee on Armed Services of the House of Representatives. In this capacity, he was a major influence in drafting the National Defense Acts of 1947 and 1949 and other postwar statutes which established the basic structure of the nation’s defense establishment for the peacetime years.

He returned to Oklahoma in 1952 but the following year was again recalled to Washington, this time to serve President Dwight D. Eisenhower. Mr. Harlow served in several key roles during his 8 years on the Eisenhower Staff . . . as Administrative Assistant to the President, Special Assistant to the President, and Deputy Assistant for Congressional Affairs.

From 1961 to 1968, Mr. Harlow managed Procter & Gamble’s governmental concerns in Washington and then, in 1969, took leave of absence to return to the White House for the next two years as Assistant to the President and later Counsellor to the President with Cabinet rank. He was again summoned to the White House as Counsellor on July 1, 1973, returning to Procter & Gamble the following Spring as its Vice President.
During his 24 years of federal service, Mr. Harlow has been respected as an expert of unquestioned ability and integrity and his every act has brought credit to his country and to those institutions he served, whether the military services, the legislative branch, various Administrations, or the business community.

The names of the national leaders he has served have become legendary in the history of this Republic, and I feel that if each were here tonight, he would say that those legends were created in part by the sturdy fabric of reality woven day by day by Bryce N. Harlow.
To: SUZANNE McFARLANE
Kissinger Associates

Fax #: (212) 759-0042

From: RALPH G. THOMPSON

Subject: Bryce Harlow Biography

Date: June 11, 1999

Pages: 4, including this cover sheet.

COMMENTS:

Dr. Kissinger’s Presentation of Bryce N. Harlow
Oklahoma Hall of Fame 1977
To get the full correspondence on this, go to 1999 CF under HARLOW, BRYCE.

ssm