

THE WORLD BANK GROUP
BROOKINGS ORAL INTERVIEW

Transcript of interview with
JOHN and ANGELA MADDUX

June 30, 1993
Washington, D.C.

Interview by: Richard Webb and David Brindley

John and Angela Maddux
June 30, 1993 – Final Edited

FOREWORD

The following is a transcript of an oral interview conducted by the authors of the World Bank's fiftieth anniversary history: John P. Lewis, Richard Webb and Devesh Kapur, *The World Bank: Its First Half Century*, Washington, DC: Brookings Institution Press, 1997. It is not a formal oral history, and it is not a systematic overview of the work of the person interviewed. At times the authors discussed the planned publication itself and the sources that should be consulted; at other times they talked about persons and publications extraneous to the Bank. Some interview tapes and transcripts begin and end abruptly. Nevertheless, the World Bank Group Archives believes that this transcript may be of interest to researchers and makes it available for public use.

*John and Angela Maddux
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[Begin Tape 1, Side A]¹

J. MADDUX: And I remember telling my friends--I was in USIA [United States Information Agency] in those days, and I remember telling 'em that I'd see them in about three, four days because they would throw me out by then. You know, the whole thing would be over with.

I didn't—I'd never met [Robert S.] McNamara before then. You know, he had a tremendous reputation at that time, but I . . .

WEBB: He was in the Pentagon then?

J. MADDUX: He was in the Pentagon, yeah, and . . .

WEBB: But how did it come about that you were invited to do something for him?

J. MADDUX: It came about because--let me see, I was young; I don't know if I can remember that.

A. MADDUX: You were in USIA.

J. MADDUX: I was in USIA.

A. MADDUX: And they needed somebody, and [Lyndon B.] Johnson took McNamara's man.

J. MADDUX: Yeah, I had helped a number of people that were in USIA, who were the head of USIA at the time, with speeches. Then when McNamara was at the—when I was—you know, I can't even remember for sure how that even happened. I know I was astonished, and I thought, "Now, you know, you'll be out after two days" you know, because he had such a reputation and everything. I admired him, but I'd never met him or knew anything about him in detail. And so I told everybody, "Don't worry. I'll be back shortly."

A. MADDUX: But then he gave you the Montreal speech to do. That was the big speech . . .

J. MADDUX: Yeah, yeah, the first thing I wrote for him was the Montreal speech.

WEBB: I just read a summary of it in the, some Keating [phonetic] . . .

J. MADDUX: You have access to this thing, don't you?

WEBB: Yes. We brought a copy.

J. MADDUX: You ought to get plenty of help inside the Bank because that stuff is not—you know, it's all available in the library and everything. And McNamara himself—I mean, I know what you mean when you said that he's rather definite about things and all of that, but he's very

¹ Insertions added by World Bank Group Archives are in [].

bright, you know. I mean, he--a lot of people don't like, a lot of people hate McNamara, as far as that goes, but . . .

WEBB: Let me . .

J. MADDUX: I'm probably talking too much.

WEBB: Not at all. The reverse. I'm talking too much.

J. MADDUX: Have I met with you before? Did I ask you that?

WEBB: I worked at the Bank in the '70s . .

J. MADDUX: Have I met with you before?

WEBB: At the 1818 . .

J. MADDUX: H Street?

A. MADDUX: No, club. 1818 club.

WEBB: When John and I—I think it was John that did all the talking--gave a little presentation on the history.

A. MADDUX: John who?

WEBB: John Lewis, my colleague, my co-author.

A. MADDUX: I see. I see.

WEBB: And he gave a short talk on the—and I think you were lunching there with the lady who had been McNamara's secretary.

A. MADDUX: Blanche Moore.

WEBB: And I just said hello.

J. MADDUX: Right. Have you met, have you talked with her at all?

WEBB: No.

J. MADDUX: You might consider that. I mean, I can't speak for her, of course, but . . .

WEBB: I was a staff member from '75 to '80, and so I'm aware of what you were just saying now about strong feelings about McNamara.

J. MADDUX: Oh, yeah. And there are a lot of—I mean, you know, time is moving on and, but—and you know I can only tell you what I know about McNamara, and nobody knows everything about McNamara, you know. He's a—he's a very unusual human being, there's no doubt about that. And I think for many, many years he did not try to set things straight. I mean, he took all the crap and everything from everybody that was down on him . . .

A. MADDUX: You mean at the Pentagon?

J. MADDUX: At the Pentagon.

A. MADDUX: From--the Vietnam flak?

J. MADDUX: Yeah. And, you know, he's—now he's, for other reasons now, because times have changed and so on and so forth, he's helping various people who are interested in it.

A. MADDUX: But he handled the Board [of Executive Directors] at the Bank really beautifully, I always heard. He was an absolute expert at making them feel that they were really participating in deciding, which is contrary to what one hears, you know, that McNamara wanted everything his own way and he was totally in charge. He let the Board think they were in charge, but I think that . . .

WEBB: That is something that has impressed me. I've heard that. It's a skill that people aren't really aware of. It's partly personality, partly skill, I guess.

J. MADDUX: Yeah, and he's a very—he never bawls people out, you know, no matter how ridiculous their view might be or at least he might think they might have. He never pushes people around.

WEBB: He didn't bark at people that worked with him.

J. MADDUX: No, I don't think he ever barked at anybody. He certainly never barked at me, and he had plenty of reason to bark at me.

WEBB: How did that Montreal speech come about?

J. MADDUX: Well, let me see if I can remember any of that.

WEBB: I mean the actual content of it. Was it . . .

J. MADDUX: Let's see here.

A. MADDUX: Is it in the Bank book?

WEBB: Because I don't think it's there, no.

A. MADDUX: I don't think it's there, either, no. It was on the basis of the Montreal speech that McNamara was elected to become president of the World Bank.

WEBB: Because he gave that in '66 and he joined that Bank in '68.

A. MADDUX: Yeah, and he was beginning then to—I mean, he was then, had concerns about Vietnam, and he thought that the only way of helping was through development rather than fighting with their guns.

WEBB: Exactly.

A. MADDUX: So that is why--and then you with your philosophical background and your Jesuitical training, you helped mold that and made McNamara into a human person, you know. You helped present him as a man with a great compassion for humanity . .

J. MADDUX: Which he really had, which he really had.

A. MADDUX: . . which he hadn't had before, which you saw in him which nobody else seemed to have seen because he came out of Ford as a computer specialist and accountant.

WEBB: But that Montreal speech seems to have two very complementary roots: one you can interpret as being a purely logical sector (in Defense speaking) and he's saying, "This country's security doesn't depend only on hardware as we're used to thinking but it also depends on the level of development in these poor countries that are vulnerable to communist ideas" and so on, and you can see it as a statement, a very logical statement by a Secretary of Defense. But the other root is this more humanitarian, and you could see it as a statement of preoccupation, of concern with poverty, as an emotional expression.

J. MADDUX: It was very genuine.

WEBB: Did you have any sense at all what was driving him, or who was influencing him . . .

J. MADDUX: Well, first of all he is a very complicated man; I think anybody who studies him finds that out. And he is a person that does not—he was very reluctant to talk about anything for a very long time because it would affect other people, you see? And many of those people were people that went along a hundred percent with him; they had the same views and everything.

BRINDLEY: Within the Pentagon or . . .

J. MADDUX: Within the Pentagon--well, all over the place. I mean, you know there were a lot of people that admired McNamara terrifically. There were a lot of people who hated McNamara because they didn't know him very well. He's hard to get to know. He doesn't brag about himself, which important people in our country often do. I'm not knockin' 'em, but it's just human nature. So he was willing to—he didn't care about that.

What he wanted—he wanted to try to bring the country to the important things that he thought in the world they should be helped with, that America should help with. And that, you know, a lot of people just said, “You know, that’s baloney,” I mean.

And you know he never—he didn’t say, “Well, this is a bad path to go down because everybody’s saying I’m a bum and everything.” You know that kind of stuff just doesn’t—he’s very—he says what he thinks, and if he makes a mistake—for instance, some interesting stuff is coming out now, and he’s saying, “You know, we made mistakes about that.” He didn’t think they were mistakes at the time, but in retrospect, you know.

So it’s very hard for—I think McNamara’s one of these people that is hard to get to know. There isn’t any doubt about that; he is hard to get to know. And he’s changed over the time of his lifetime, not because he wasn’t careful all along but a lot of things just—he tried to do what he thought was right.

And I remember when I was first sent to the Pentagon, through an absolute, unbelievable set of circumstances that had nothing to do with really, really, but I told (maybe I already said that to you) I told all my friends, “I’ll be back in about two or three days.” I thought McNamara’s going to take one look at me, you know, let me talk for two minutes and then would throw me out. And we are extremely different, you know. And it ended up that I spent most of my life with him, you know. I mean that really is extraordinary, but it’s extraordinary because of him not because of me. He took a tremendous amount of—I used to argue with him all the time. You know, people say, “You can’t talk to McNamara, you know, he’s . . .” That’s baloney. I mean that’s certainly baloney to with me because I used to argue with him all the time, usually stupidly but, you know. No, he’s a very unusual person, you know.

WEBB: When you came to the Bank—was it two years later—he gave—I think his first speech really was the Annual General Meeting speech.

J. MADDUX: When he first went over to the Bank, you mean?

WEBB: Yeah.

J. MADDUX: I think the first time I had anything to do with any of what he did was—there were a couple of speeches before I got there.

A. MADDUX: William Clark did the Annual Meeting speech, and I’m not quite sure who did the second one. What—was yours the Notre Dame, is that the first one?

J. MADDUX: Notre Dame was the first thing I had anything to do with.

A. MADDUX: Yeah. That was in ’69. That was all population.

J. MADDUX: Another thing was I belonged to USIA, see, that was—and I was lent. I was lent to McNamara. And I assumed—I think in those days (I mean, they’ve have changed the regulations a lot in the meantime) but in those days I could be there for three years or something

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like that. I assumed that—first of all, McNamara might throw me out one day or something, but apart from that I'd have to go back anyway after three years.

A. MADDUX: But they've changed that and it got extended. But the main thing is that the Notre Dame was the first time you did a Bank speech for Mr. McNamara, and that was a major address on the population issue because by that time Mr. McNamara wanted to push the population area.

WEBB: Do you remember anything how that came about, that Notre Dame speech? Was he a friend of [Father Charles] Hesburgh?

J. MADDUX: Oh, yeah.

WEBB: Yeah. From where? How would he have become a friend of Hesburgh? [John F.] Kennedy circles?

A. MADDUX: Must have been. He knew everybody.

J. MADDUX: Yeah, and you know people who had read things of McNamara and who agreed with them, they were anxious to meet him and talk with him and so forth. And he was very generous about all that stuff. I mean he—the only thing that he did not want to do was to criticize people. I mean, he would criticize himself, but he wouldn't, didn't want to criticize situations which other people could get hurt by.

WEBB: I've noticed that with him, he's very gentlemanly about people.

J. MADDUX: Oh, yeah, yeah. A lot of people . .

WEBB: He'll never say anything bad about anyone.

J. MADDUX: No, no, absolutely. And you know . . .

WEBB: He'll just change the subject sometimes when one presses him about what he thinks about someone, what someone did.

J. MADDUX: He never knocks anybody. He never knocks anybody.

WEBB: But what I wondered was whether Hesburgh—I mean, it sounds quite challenging to go to Notre Dame to make a speech, a major somewhat radical pronouncement on population policy.

J. MADDUX: Yeah, well, that wasn't--they didn't suggest that subject, you know. They asked him to come; I think they would take anything from him, you know.

WEBB: But did Hesburgh not know that he was going to . .

J. MADDUX: Well, he did when McNamara agreed to come and he said he would talk about that subject. And I think that probably—I mean, Hesburgh himself was a terrific guy, but I think he thought, “Oh, boy, this is going to be controversial,” you know.

WEBB: Do you think he agreed with McNamara?

J. MADDUX: Oh, yeah, I think they had the same general outlook on things.

A. MADDUX: I think also Mr. McNamara wanted to talk population in a Catholic school. And you had a lot to do with the Vatican at the time and thus discussed with them, because there was no point talking out from a Protestant viewpoint, you know. It had to come out of a Catholic university, so that was very much on his mind.

J. MADDUX: Yeah, and I urged him to go to Rome and to talk to some of the people there.

WEBB: Do you think there was any, as it were . . .

J. MADDUX: I’m not saying I made that happen, but I’m not—you know, I want to be very careful. McNamara is McNamara and I’m Maddux, you know. And when I look back over all those years I’m astonished that that ever happened, you know, because I’m about as different as McNamara in my outlook, sort of outlook . . .

A. MADDUX: Yeah, but he needed that. That’s why he needed you, Jack. He wanted that outlook, and so he saw the value in it, the discipline and the integrity, the moral aspect of it.

J. MADDUX: It’s not easy for me to comment on that. I think he’s a very, very extraordinary man, and I loved every minute of it when I got to know him, you know. But the fact that he would want—you know, we’re so different. I mean, you know, he was so bright and, you know, he’s quiet, you know, and I’m loud and noisy and . . .

A. MADDUX: The personal assistants always got on very well with Mr. McNamara. Leif Christoffersen . . .

J. MADDUX: Oh, yeah, they’re all crazy about him. You might consider talking to some of them.

WEBB: We have. We have. We’ve talked individually to most of them. I think not all. And we also talked once in a group with them; that was fun.

J. MADDUX: And were there some differences among them and so on?

WEBB: No, no one expressed a difference, but I think they enjoyed—because for each of them it must have been a very compartmentalized experience, a certain period of time, certain problems, and they probably had little sense of what the others experienced, you know, so it was . . . But they meet; they have a practice of meeting.

J. MADDUX: I know, I know. See, McNamara was very shrewd about that. He understands people.

A. MADDUX: They were very carefully selected because that's a tremendous [inaudible] and it propelled them into very good careers in the Bank. Except the Swede went home.

WEBB: Lief?

A. MADDUX: No, [Anders] Ljung, the Swede.

WEBB: Anders Ljung.

A. MADDUX: Yeah, he was there. I think he was after Leif.

WEBB: Leif just left the Bank.

A. MADDUX: Yes, he's Norwegian and I'm Norwegian.

WEBB: Oh, I see. I was sorry to see him gone.

A. MADDUX: Yes, so was I.

WEBB: Now, he, in the same month of May in '69, McNamara gave two speeches. One was the Notre Dame and the other was given at the Bond Club in New York.

J. MADDUX: Yes, yeah, I had a small, made a small thing in that, but not very—I didn't know anything about the Bond Club or anything.

A. MADDUX: Didn't Bill Bennett help with that?

J. MADDUX: Yeah.

WEBB: Bill who?

A. MADDUX: Bill Bennett, William Bennett. He's retired.

J. MADDUX: Yeah, and he's a wonderful gentleman, and he knows a tremendous amount about . .

A. MADDUX: He was the bond man in New York, you know. He traveled from New York to Washington the whole time. He knew everybody in New York worth knowing in Wall Street.

J. MADDUX: Yeah, in that area.

WEBB: What struck me about these two speeches is that they're both quite challenging. He does something similar in each case. In one case he goes to, as you said, a Catholic pulpit to give

these challenging views on population. In the other case he goes to the Bond Club to tell them that the World Bank from now on is going to lend to schools and farmers and . . .

J. MADDUX: Yeah. No, he astonished everybody, you know.

A. MADDUX: There again he had to do it because the Bank bonds were all Triple As and he had to have New York on his side.

WEBB: Exactly. I thought it was a really shrewd move.

A. MADDUX: Yeah, well, he was. He was shrewd all the way.

WEBB: In a sense it looks as though he's pre-empting the bond.

A. MADDUX: That's putting it very well.

WEBB: Yeah. He's going there before they react.

A. MADDUX: Attack rather than defense.

WEBB: "I'm going to do this, and this is the best investment you could possibly have," he says.

J. MADDUX: It's very hard to get McNamara to give a speech. I mean--you know, I mean he got—you have no idea the number of (well, I'm sure you do have; I'm sure you've seen it because you've been studying it for a long time). But, you know, everybody wanted him to come, and everybody, you know—and McNamara didn't think it was worth talking unless there was some real point to it.

A. MADDUX: And he knew that unless he spoke seldom, that people wouldn't listen; they'd get bored.

J. MADDUX: Yeah, that if he gave speeches every week or something, nobody would listen to him. So, I mean he's a very shrewd man. He's a very honest man. And he never knocks anybody. And if he thinks somebody—I mean, if he thinks it's important to do something that is very controversial, so no matter who gives a speech about that subject, some people for and some people against, strong views and all that, that he doesn't mind if he really thinks it's important. And even if it means that a bunch of people that already hate him will hate him even more, you know, that doesn't—that doesn't bother him at all.

And one of the most extraordinary things about him is that he had me all those years; I mean because again—I'm not saying that to brag about myself. It's just the opposite. I mean, I'm not like him at all. I talk too much and I horse around, you know; I have fun and I kid him a lot and all these kind of things. I used to argue with him all the time.

A. MADDUX: But Jack, you said that Hollis Chenery, also, he contributed exactly what McNamara needed at the time.

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J. MADDUX: Yeah, and Chenery had no use for me.

A. MADDUX: Or lots of other people. He had terrible fights with . . .

WEBB: Hollis has a very different personality from you.

A. MADDUX: Oh, yes, day and night.

WEBB: Yeah, Hollis is a very dry personality.

J. MADDUX: Oh, yeah, oh, yeah. And he is tremendously bright and everything, you know, and he thought I was a pain in the neck, you know.

A. MADDUX: Well, he's the economic side and you're the philosophical side. So, you know they're two very different approaches to problems. McNamara needed both.

WEBB: Did you have to work very much with Mahbub?

A. MADDUX: Mahbub ul-Haq? You remember Mahbub [ul-Haq]?

J. MADDUX: Well, I liked him and I, you know, I would talk to him. See, what I usually did was--I would run and try to get help. I said, "McNamara wants—he's thinking about."

He would start a speech a year before almost, you know. And he'd call me in and he'd say, "Now I'm thinking about this and so forth, so I want you to be working on that."

And then what I did was I just went around, and I'm sure a lot of them thought, "You know, why the hell does he have Maddux do this for? Why doesn't he call me?" See, a lot of people got jealous—well, I'm not sure jealous is the right word—but they got annoyed because why should I be the internal person since I don't know anything, and they're pretty right about that. And I said, "Listen, if you think anything I write—first of all, you're going to get everything, you know; it's going to be help for you. And if you think anything I've done is horseshit, you've got to say that to him. That's your obligation to do that." And that's not being a hero or anything; that's just the truth, you know.

And McNamara knew ten times more about everything than I did so, you know, I often--as I told you, I often—when I first heard I was going over there I said, "You know, I'll see you in two or three days when they throw me out." And on the contrary when I got there everybody was, you know, somehow they had heard this brilliant guy is coming. The whole thing was ridiculous, really. And I remember telling to the guy—I mean I don't want to waste your time on stuff, but just to show how little I knew about anything—I said to the guy when I got here, they found a place for me, tried to find a terrific place for me and everything, you know. And I said, "Gee, do you think I could maybe have a typewriter?"

And, you know, based on the fact--in the Pentagon that was such a stupid question because everybody had, you know—and the guy says, “Well, do you want a—of course you want an automatic one.”

And I said, “No, no, no. Just an ordinary typewriter.”

And the guy—his face just fell. And he said, “You mean just an ordinary typewriter?” And then he said—you know, he looked horrified—and then he said, “Maybe down in the basement somewhere.” That’s exactly what he said.

And, you know, they did find one for me, and then by about that time I realized that that was crazy, that if I was going to have to do a lot of writing I ought to get the best kind of typewriter you can have, you know. So I said, “Do you think maybe—you know, I think I made a mistake here. Do you think maybe you could get me a regular, sort of the ordinary typewriter that people use in the Pentagon?”

And he said, “Oh, oh, I’m so delighted to hear that! Yes, right away!” He thought, “We have a nut on our,” you know . . . He was right about that.

A. MADDUX: Which of the speeches do you believe are the most interesting, that have caused the most change?

WEBB: Well, I guess in, if I had to order them, I think the very first one is the most important from the point of view of the history because it represents such a break in the history. He didn’t—he developed these thoughts in the successive annual general speeches. Through about ’75, ’76, it seemed to be continually developing, going from rural to urban and population to health and things like that, going more into unemployment. But in the very first it’s all more—it’s briefer, but even so it’s sufficiently clear, definite, that it definitely marks a huge change.

J. MADDUX: And you know one of the top guys in the Bank at that time came to him and said, “This is very wrong,” you know.

WEBB: Oh, really? Who was that?

J. MADDUX: . . . and he left as a result of it. I can’t remember his name now because I hardly—that was even before I got there, I think.

WEBB: Could that have been [Gerald M.] Alter, vice president for Latin America?

A. MADDUX: Gerry Alter.

WEBB: Yeah, and he left—he was one of the few who left, actually.

J. MADDUX: Yeah, yeah. Well, there were some cases of that.

WEBB: Or the Treasurer, perhaps?

J. MADDUX: McNamara didn't throw any of those people out. I mean, they came to him and said, "Look, this is very wrong. This is not what the Bank is trying to do." You know, I mean they were blunt about it but not nasty or anything, but, you know.

And McNamara just wouldn't bend on that. He didn't throw them out; he didn't say, "Well, you better leave" or anything like that.

The guy said, "I'm leaving if you don't do something about it."

He would say something like, "Well, I'm sorry to hear that, you know, because I'm sure that [inaudible]" He was always polite, never--you know.

That's the thing that's so strange about it. He's a very hard man to—there's so many aspects of him. You know, McNamara used to, for instance when he would go home, he would often jog home. And I used to tell people, I said, "Listen, if McNamara ever gets sick, he's not going to go to a hospital or anything like that. He's just going to be running down the street and all of a sudden go pfffft and there won't be anything there. He just would disappear, that's all, you know."

Of course, he did get sick once in a while and so on and he hated that. And they told him--he had some eye trouble for a while, and they didn't want him—he was supposed to go to Europe somewhere or somewhere overseas, and the doctor, the eye doctor said, "Listen, this is a serious matter, and you must not be—you have to be very quiet and you have to be . . ." You know, all the things McNamara hates, you know.

So McNamara said, "Well, I'll do it on the plane."

They said, "Oh, no, no, that's the worst possible thing," you know, and everything.

Oh, he hated that. They put him in a room, and he couldn't have any light at all. He couldn't shave; he couldn't do any of those things.

And I went over to him a couple times because he would call me and he would say, "Jack, they won't let me out of here" or something. You know, I couldn't stop laughing, the thing was so grotesque, you know. And he would ask me to bring over some stuff, you know, that kind of stuff.

And the whole time I was there I kept wondering, "When is he going to throw me out?" because after a while I really did start to argue with him a lot. And I would usually—usually we'd get as high as about three different—and unlike any other person I've ever known, when he gets annoyed he gets infinitely polite. Everybody else gets mad, you know, me included! And he'd say, "Well, Jack, let's put this aside and we'll come back to it." That means you will never hear from it again. Pfffft, it's gone, you know. Now how many people do things like that, you know? That's a very extraordinary way of—and it's a wonderful way to do it because it never gets anybody sore, you know.

WEBB: What was your reaction to [Deborah] Shapley's book? Did she get things right or are there wrong?

J. MADDUX: Well, when Shapley first wanted to do the thing, I think I probably met her first before McNamara did. And I went to McNamara, and I said, "Look, this lady has asked to talk to me and so on, and do you want me to do it or should I not do it or what do you want, you know?"

And he said, "No, it's all right if you talk to her."

So I wanted to be very careful about that because I had no idea what her views were or anything at that time. And I tried to—I told her what I knew about McNamara, that was all. And I told her the truth about it.

Then later she talked to him, and McNamara was—I think he started to—he gave her several—I don't know how many times that he spoke with her, but many, many times. And then when the thing came out, she said a lot of things in there that I'm sure must have hurt him very much. I was astonished. She said he lied a lot and all of that, you know, and I was absolutely astonished with that because I think I do know him well and I never heard him lie about anything. He'd be quiet, maybe, about something and he would, you know—but he never wanted to knock anybody, even if he thought he was wrong and everything, but he would never personally knock a guy. He wouldn't knock him to other people. So, I think that hurt him a great deal—I mean inside. I think he thought that she had—and, you know, he hasn't told me that; I just—that's my assumption that he . . . And I think it's sad; I think it's sad. But I don't think that book is going anywhere. I mean I haven't checked on it much, but . . .

WEBB: Well, it got on the Book-of-the-Month alternative list or something like that. She mentioned that to me when I met her in the street once.

J. MADDUX: Yeah, yeah, right.

WEBB: But I haven't heard of it—it got a lot of reviews, too, sort of the standard . . .

J. MADDUX: I'm not knocking it; I'm not knocking it. I'm just saying—I heard one thing which was.

WEBB: It's mostly about him before the Bank. I'm sorry to interrupt.

J. MADDUX: Right, yeah. Well, I'm trying to think now my own—because of my illness it's hard for me to remember a lot of things now. But there's a guy named [Brian P.] Lamb, who is—and that is what—who is he?

A. MADDUX: He was on TV. He was interviewing Shapley on TV, on CNN or something.

J. MADDUX: Yes, he was interviewing. CNN, I think it was CNN, exactly. And all he did was ask questions; I mean he wasn't—he was asking questions of her about McNamara.

A. MADDUX: I think the American people is mostly interested in McNamara from his Pentagon years. I don't think the American people are that interested in the World Bank.

WEBB: That's right.

A. MADDUX: And I think what McNamara did in the World Bank is somehow not relevant to their lives and that's why they . . .

WEBB: Well, compared with Vietnam, which is such a big part of the history. But also the impression I had was she sort of ran out of steam by the time she got to the World Bank. She didn't—maybe she was inhibited about getting into the World Bank period.

A. MADDUX: I don't think they understand the World Bank. They don't know what happens. They don't know that much about other countries even. And then I think she said that she couldn't whitewash Mr. McNamara completely; she had to put some negative stuff in her book. That was why . . .

J. MADDUX: Yeah, to make it . .

WEBB: I don't understand that kind of reasoning.

J. MADDUX: No, I don't either.

WEBB: One doesn't have to do anything, you just . .

J. MADDUX: Right, right.

A. MADDUX: Just tell your story. [all speaking at once]

J. MADDUX: I'm not knocking her but I'm just saying—I agree with that. I think, because I mean so many people dislike McNamara. I mean, you know there's nothing new about that. I mean she could find all kinds of people, you know, but they're usually people who don't know much about him. They've heard from somebody that he did this or he did that or--and you know when people want—so many people wanted to talk to him all the time, he wouldn't have been able to do anything else. He would have been—that wasn't his job at the Pentagon and various places, so he had to say no. He said no to those things.

WEBB: One of the things that I'm most curious about is, that I find it hard to measure, is how much—because he's such a missionary—how much did he really convert the senior people in particular at the Bank on poverty. Now, I guess just by asking that I'm suggesting a bit of skepticism.

J. MADDUX: No, no, no! Listen, you've got to say whatever you believe, you know.

WEBB: And I've heard one version—more than one version but one that is a very powerful version—that is an answer to that. I'll tell you it came from a conversation with Mahbub ul-Haq, and his version is rather cynical. His version is that his colleagues were not really converted so that as soon as [Alden W.] Clausen arrived, poverty went out the window. But I wonder how you'd sensed that while you were there, people like Chenery and [Ernest] Stern and the regional VPs [vice presidents].

J. MADDUX: Well, you know, there--I have tremendous respect for Stern. He's very brilliant, is my view of him. He's very brilliant, but he's very careful. He, I don't think—I think he would, he's the sort of man that if he disagreed with McNamara on some issue he would tell him and say that and McNamara would accept—I mean, McNamara wanted people to be honest, what they really thought, not what he thought necessarily but what they thought. What he didn't like—and nobody should like—is somebody that would say what they think he wanted them to say, you know. Phony, that's phony, really. And I think the people—a few people might have tried that, but, you know, I think that was a very dumb way to deal with him because (a) he is very, very bright and (2) he never knocks anybody so when somebody is, is—I think he had a tremendous ability to realize this was phony if someone was coming in saying, you know. And anybody who wanted to see him could get to him; that's another thing.

A. MADDUX: He could be intimidating, though, because if you were not sure of yourself, if somebody went to him, because McNamara would just shoot questions at you and he'd know exactly where all the tables were and which tables, page so-and-so and, you know, most other people, even rather high up, they don't know that.

J. MADDUX: But you know he was very sensitive to people, to people in the Bank and what their—how am I going to say this now? For example, we used to go up once a year to—I'm not going to be able remember any of these things correctly now—for . .

A. MADDUX: UNCTAD [United Nations Conference on Trade and Development]? New York?

J. MADDUX: We used to go up to New York.

A. MADDUX: New York, United Nations? UNCTAD?

J. MADDUX: Yeah. And senior people of the Bank went with him. And I got to go with him, but I was just to take notes, that's all. And the first day happened, a bunch of guys, the people, the main people around McNamara, they all sat in one place. And like an idiot I went up and I thought I was, well I'm supposed to, I'm part of the group so I guess I'm supposed to. And he turned around and he said, "Jack, this is not a very good place for you." You know, he used a funny expression something like, "You'll be able to hear better if you go down there." You see, he wouldn't say to me, "What the hell are you doing here?" See? But he knew that if I sat there—it was I who had made the mistake—that if I sat that would give a signal because everyone knew I was crazy about McNamara, see, so they would think, you know, "What is Maddux doing up there? You know he's in here again." So what does he do? He throws me out,

politely, politely, you know. And you know he uses the funny thing like, “You’ll be able to hear better down there,” you know.

A. MADDUX: Maybe that’s what Shapley means by when he lies.

J. MADDUX: Yeah, but I don’t call that lying.

A. MADDUX: No, no.

J. MADDUX: What he was trying to do was be nice to me, that’s what he was trying to do, you know. Now, if you’re going to say that this man is lying because, you know, he’s really saving me from doing something stupid, you know.

WEBB: That’s the way I would first explain it before believing—I mean, I think it’s not really the right term that she uses. It’s not what he’s trying to do; he’s trying to do something else.

A. MADDUX: He is basically a good man.

WEBB: Yeah, I certainly have that sense.

A. MADDUX: But I do think a lot of people were annoyed with him in the Bank because he was so all powerful and all knowing, so these other people were not able to talk on the same level. You know, he was always three steps above. And I don’t think you minded that he was three steps above or six steps or whatever, but the others did.

J. MADDUX: See, a lot of those people had been there for many, many years, through many, many different top people, you know. I mean--and McNamara always was polite to people who had been there before he got there. And he would listen to their views, and some of them were—you know there were one or two cases right away where the guys left; they just said, well, you know this—they came in and said, “I think you’re making a mistake here because of” blah blah blah and blah blah blah.

And McNamara said, “Well, I don’t really see it that way.” I mean, he was always polite; he never said, you know, “Listen, I am running this place and I’m going to.” You know, it was never anything like that.

And some people just felt, you know, “This is wrong; he’s going to wreck the Bank.” You know, some of them really got upset about it.

And he never threw anybody out; he never said, “Well, maybe you ought to leave.” I mean, he never said anything like that.

And he would listen to people. I was—I used to go to a lot of these meetings, and it was so ridiculous. For instance, he always made sure I sat at the worst possible place, which was absolutely right. And the first time I think I did that, I didn’t know what the places were so I just sat somewhere, and he says, “Jack, why don’t you go over there because you could hear better

there,” I mean, some stupid thing, you know. What he was really saying to me, you know, “This is protocol, and you’re not playing along with the protocol. These are important,” you know, so—because he knew that I was crazy about him and I’d do anything for him, and so, you know. But he never called me in and said, “Jack, what the hell are you trying to”—you know, he never did anything like that. He’s extraordinary that way; he really is extraordinary, he’s one in a million, I think.

WEBB: I’m fascinated by him. I mean that.

J. MADDUX: You’re going to get the fever like everybody who gets close to him. That doesn’t mean he can’t make mistakes; everybody can make mistakes.

WEBB: One wants to try to pin things down, and that’s probably a mistake because someone like him, like maybe most people, do things for a number of reasons and sometimes those reasons are coincidences.

J. MADDUX: Right.

WEBB: So it don’t make much sense.

J. MADDUX: And I think he’s always has in his mind if I say X . .

[End Tape 1, Side A]

[Begin Tape 1, Side B]

J. MADDUX: . . he might be appalled at their faking or something, you know, privately, but he would—and I mean I’m the best example of all because I used--you know, you could tell just sitting here I talk too much and I joke and I horse around and--you know. The fact that McNamara kept me all those years is itself a miracle, you know. And I’ve often thought that, myself, “What the hell? Why doesn’t he throw me out?”

A. MADDUX: He travelled a lot.

J. MADDUX: Yeah, and a lot of people that were close to him and who travelled with him have no use for me because they thought, you know, “What is Jack always doing here?”

WEBB: Could you tell me what the process was in writing a speech? Sort of like you say he’d start a year ahead. So what happened then? Did he call you and he’d say I want to give a speech about such and such?

J. MADDUX: Almost a year ahead. He would give a sort of overall view of what he wanted to say.

WEBB: Where would that idea have come from, do you think? From his own discussions with Mahbub or Chenery or . . .

J. MADDUX: Well, I think McNamara—I mean, I’m sure he had people come to him and say, “You know, I think it’d be a good idea if you could make the point that.” A lot of people did that, and if they were senior people he always listened to them. He was always—run it by them.

When you would sit in a thing like that—and occasionally McNamara asked me to come. Everybody would—you know, I was very careful after about the first time I did it when I made a mistake because I just didn’t know, but anyway I would wait around and I would take the last possible place, you know. And I did that, and he wanted me to do that because he didn’t want anybody to think—you know, a person who was a senior person in the World Bank, no matter how much they disagreed with McNamara, they are to be treated properly, you know. See, now that’s an extraordinary thing, and . . .

A. MADDUX: But he was also a very sensitive man. He’s an extremely—you know, he’s artistically sensitive and he feels what is happening and what the interests are.

WEBB: He’s got some interesting pictures in his office.

A. MADDUX: Oh, yes?

WEBB: Yes, I was noticing, in this office that he has now. There’s one very strange one. You wonder--it’s an invitation to pop psychology. [Laughter] It’s a torso that’s split in half: one is a normal half, and the other is all red and suggestive of blood and weird. You’re not quite sure what is going on there.

A. MADDUX: I think he’s interested in lots of different things and that’s why you pick up these subjects that he wanted to elaborate on. He met a lot of people and he understood what was the most interesting subject or the subject that he would be pushed, you know. And then he gave you the project to go and research and talk to all these people who you knew were the top people in the field, and then you’d gather all that information and meet with them.

WEBB: And you would spend, I guess, months on a speech, then?

J. MADDUX: Oh, yeah! Yeah, because I mean he always believed in starting very early, almost a year ahead of time in general.

A. MADDUX: And you had stacks of research material. Lots of people you had to talk to, and then you had drafts upon drafts and outlines.

J. MADDUX: Yeah, yeah. I mean, he did everything very thoroughly, and he did everything—he never put anybody down.

A. MADDUX: And every figure had to be double-checked; you had to make absolutely sure . . .

J. MADDUX: Oh, yeah. I made all kinds of mistakes and everything, I mean. And I used to argue with him.

In fact, sometimes outside the room where he sat he had—there was usually three women out there who were helping, three important persons. You know, one is McNamara himself and blah blah. They were all my friends; I liked them all and I talked to them and all that, but they would say, “What was going on in there? You were shouting.”

A. MADDUX: And then there was Barbara Ward, you remember. She was wonderful.

WEBB: I’ve heard that she was a frequent visitor.

A. MADDUX: Oh, she was. And he admired her very much. I think he--during the war he was in the Air Force, wasn’t he, and that’s one of the reasons why he was so close to William Clark, you know, the Englishman. Clark was the channel to Barbara Ward and to all these interesting people in England.

WEBB: Was Clark in the Air Force, too?

A. MADDUX: No, no, I don’t think he was. I think he was in . .

J. MADDUX: But he travelled with Clark a great deal, a great deal. And I think that Clark felt that I was a pain in the neck, too, you know, because he . .

A. MADDUX: Well, there was a certain competition between the two of you. Clark had written the first speech, and then McNamara said that he wanted you, so, you know, that was always a bit complicated . .

J. MADDUX: Yeah, I don’t think he was very happy about that.

A. MADDUX: He had a great sense of humor and so did you, so it all—you laughed yourselves through the years.

J. MADDUX: The World Bank is a—I mean, first of all, I think the fact that the World Bank exists at all is kind of a miracle. I mean when you consider you’ve got 150, roughly 150 different nationalities in that city, in one place, more or less sitting in one place, that is a—you would expect there would be a lot of trouble and so on. And somehow McNamara handled all of that very well. And when, for example, when the next man came . .

A. MADDUX: Clausen?

J. MADDUX: Clausen. It turned out that Clausen—that I had a very broad--I had been in the Jesuits for a number of years, and I left in good order and all that but before I was ordained. I wasn’t thrown out, I mean. But the thing is that I knew some of the people from that time, and many of them were terrific characters. So I was lucky, that was lucky for me because I could talk to Clausen a bit about those things. And Clausen loved all that stuff! And he would—you know he would . . .

McNamara you were lucky if you got two minutes with him, you know: “Now, Jack, I’d like you to da da da da da.” I’m writing like mad, you know; I can’t get it all down, and I go out and “Oh, god, I’ll never be able to remember all this” and everything.

But Clausen was absolutely different. He would talk to you for three hours, you know. And he would--he’d reach in his pocket and he’d pull out a thing and he would say, “Look at this.” And the thing was all torn and smashed and everything, and it was about something he did, you know.

A. MADDUX: He was the vice president of the Bank of America.

J. MADDUX: Yeah, yeah, and then he eventually went back to the Bank of America and so on. But there was a time . . .

A. MADDUX: And did very well.

WEBB: Very successfully.

J. MADDUX: Yeah, yeah, and did a terrific job. And I worked for him for a while, while he was in the Bank, but the Bank wasn’t a very happy situation, I don’t think, for him.

WEBB: No. I liked him personally.

J. MADDUX: Oh, I did, too.

WEBB: I talked to him a couple times, and I rather . . .

J. MADDUX: Yeah. If you got him on a subject that he was really interested in, he’d spend an hour with you, you know. I mean McNamara wouldn’t spend an hour with the pope probably, you know, not that he would be—you know, he just didn’t—I mean they were very different.

You know, I think back on my so-called thing, I can’t believe it’s true. I think I’m making this up to myself or something because I was—you know, I was so lucky and I did such dumb things that you would have thought that I would have been thrown out the first week.

A. MADDUX: Darling, you did beautiful work, too.

J. MADDUX: Well, you know.

WEBB: The speeches are beautiful, absolutely beautiful.

J. MADDUX: What a brilliant man you are to say something like that!

WEBB: I guess now I understand better when—it’s something I haven’t realized or thought about, but of course he would have been turning down speeches all the time. I was impressed by the number of speeches, but one should really be impressed the other way, that he gave relatively few speeches, but they were each so well turned out.

*John and Angela Maddux
June 30, 1993 - Verbatim*

J. MADDUX: I think that was his view: there's no point in speaking unless you say something important. No, I think that's true about him.

BRINDLEY: But within the Bank how many levels of drafts and revisions and comments and that kind of stuff were there?

J. MADDUX: Well, he would--see, there's another thing: he wanted everybody who—he knew what people thought about their own importance. Now, he might not privately think that they were the best people, but he would never say that to anybody. He wouldn't say it to me; he wouldn't say it to anybody. So he gave everybody a chance. Nobody could ever rightly say about McNamara that they tried to--that he kept them out or something like that. Or he threw--he never fired anybody or anything like that.

A. MADDUX: He also sent outside the Bank, though, sometimes, didn't he, top people?

J. MADDUX: Yeah, and you know that affected me, too, because he would send things to . .

A. MADDUX: Barbara Ward was . . .

J. MADDUX: Barbara Ward. They were very close friends, terrifically close friends, and rightly so. I mean, she was a terrific woman, terrific person.

A. MADDUX: She was a [inaudible] She inspired him, too.

J. MADDUX: And I think—and you know, when she would come, I would give her my office and everything, you know. I mean, I tried very hard because I knew how much McNamara liked her, you know, so I liked her, too.

A. MADDUX: Yeah, she was wonderful.

J. MADDUX: And I'd say, "Come here, come here, sit here. I'll see if I can find something. If there is anything I can do for you, you know I'll do it."

WEBB: Did she ever do any work for the Bank, papers or speeches or anything?

J. MADDUX: She would come in—and you know it made it very awkward in a way for me because I knew McNamara was crazy about her, and I liked her very much, too. She was a brilliant woman. She also got very sick and then she finally died and so forth. And you know McNamara, he thought the world of her and thought her ideas were terrifically good.

A. MADDUX: She was very close with the Vatican, too.

WEBB: Really?

J. MADDUX: Yeah, yeah, she was, and she got a lot of—she passed that on to McNamara, which was a . .

A. MADDUX: She was very much the channel through . .

WEBB: Was she Catholic?

A. MADDUX: Yes.

J. MADDUX: Yes. And, you know, she was divorced, which was a kind of . .

A. MADDUX: Was she? I didn't think she was. I didn't know she was.

J. MADDUX: Well, she had a husband, and they didn't live together, I don't think.

A. MADDUX: You know you don't have to be divorced . .

J. MADDUX: No, but I mean there was . .

A. MADDUX: I think she was just traveling a lot. Anyway, I don't know.

J. MADDUX: I don't know.

A. MADDUX: He was Lord [Robert] Jackson, wasn't it? She was Lady Jackson.

J. MADDUX: Yeah.

WEBB: Oh, that's right.

J. MADDUX: She was Lady Jackson.

A. MADDUX: He was a politician.

WEBB: He was what?

A. MADDUX: A politician.

WEBB: That's right, yeah, yeah, yeah.

J. MADDUX: Her husband was a politician?

A. MADDUX: Yeah.

J. MADDUX: That's right.

McNamara liked her very, very much. And I always—when anybody—you know, I thought that anything that I knew about McNamara--McNamara liked some person privately and he said something to me about it or something, then I would do whatever, you know, I would immediately say, “Well, what can I do to help? Can I do this, that or the other thing?”

WEBB: Did he break his rule with her of having very short conversations with people?

J. MADDUX: I think that he would give her any amount of time that she thought was worthwhile. He really thought she was a very brilliant person, and I did, too. I did, too.

WEBB: But he had long chats with her when she visited?

J. MADDUX: He always gave time to her. He always gave time to her. But he didn't always follow what she said. I mean--and I'm not saying that with reference to me—but I mean he always remained himself in these things, and in the end he thought, “I am the only person; if there's a mistake made in a speech, it's my fault.”

And I used to think, “Boy, you know, he could easily say, ‘What the hell, Maddux, what did you--I didn't tell you to put this in there. This is awful,’” or something like that. He never did that. He never did that.

Some people came to me and criticized me or they would ask me—many times people came to me and said, “Now listen, I want to sell McNamara on something. How do I do it?”

I said, “That's very easy. There's no problem about that.” I said, “If you have something that's sensible, McNamara will listen to anybody. It doesn't matter what your level is or anything. But,” I said, “one thing you ought to bear in mind. If you're discussing with him and he gets sort of infinitely sweet, says, ‘Well, let's pass away on this that's,’” I said, “that happens to me all the time, and that means it's stupid. He would never say that, but what that really means is, ‘We're wasting time here, Jack. I've explained this thing to you three times and you haven't' . . .”

You know, this happened to me many times. “No, I'm not going to waste any more time with you, so we're going to go to the next thing.” No. I always knew when he wanted to go to the next thing because he would get, instead of getting mad, which most people do, he would get tremendously sweet. I would say, “Oh, boy, I'm in trouble,” see?

No, he's absolutely unique.

A. MADDUX: How old is he now? Do you know?

WEBB: Well, I don't know.

J. MADDUX: He's in his seventies.

WEBB: Seventies, yeah. He looked quite fit the last time I saw him. He said something about .

A. MADDUX: 1916?

WEBB: He's going off to climbing.

J. MADDUX: Oh, yeah.

A. MADDUX: That makes him seventy-seven.

J. MADDUX: And he goes to--he used to climb with his wife.

WEBB: Did he?

J. MADDUX: Yeah. Yeah. In fact, when she was dying, she said that she would like to go to the Himalayas again, because they had gone about half way up a former climb. And he did; he took her there. And then she was given an award; that was under Johnson, I think it was Johnson. And McNamara told me that on the way down there . .

A. MADDUX: Yes, to the White House.

J. MADDUX: Yeah. To the White House. I went to that thing, didn't I? I think I was there. Anyway, she got—her mind was really . .

A. MADDUX: She had hallucinations on her way down to the White House, and she saw giraffes.

WEBB: She saw giraffes?

A. MADDUX: She saw giraffes on the way down. But when they were climbing in the Himalayas she was on one of these—what do you call those horses or donkeys?

WEBB: Camels?

A. MADDUX: Camel? No, no, it wasn't a camel.

J. MADDUX: It's a special kind of . .

A. MADDUX: Yeah, yeah, so she was on that.

WEBB: Or a llama?

A. MADDUX: Yeah, something like that, up the Himalayas. She was on the verge of dying, you know, but she wanted to do that.

J. MADDUX: She was a terrific person.

A. MADDUX: And after she died, he went to the mountains up in Aspen somewhere and spread her ashes over the mountains where they had loved skiing together. And he has had built some chalets up in those mountains, which I think are called McNamara huts or chalets or something, so anybody who comes and goes skiing, they can just go in and spend the night there and then they can go on to the next chalet.

WEBB: How marvelous.

J. MADDUX: And he paid for all that.

A. MADDUX: And that's in memory of her, I believe.

J. MADDUX: See, that's the thing about McNamara: people hate him, some people hate him, and he does all--when he does something that anybody looking at it, you know, would say, "Gee, that was a generous thing to do," he never said--nobody knows he's done it, you know, because he never brags about anything.

A. MADDUX: Well, he's a loner, and people don't like loners.

WEBB: Yeah, especially in a big organization it's . . .

A. MADDUX: Bureaucratic. Yeah.

WEBB: But in the whole history of the Bank, I don't think there's anyone who's had so much specific gravity as he has as an individual. A lot of--[Eugene R.] Black was also a man who really shaped the Bank a lot, but he didn't have this force of personality that makes it interesting.

A. MADDUX: He was a bit [inaudible]

WEBB: Yeah.

BRINDLEY: Some of his speeches were—at times he was very emotional.

J. MADDUX: Oh, yeah. He used to cry. He used to cry.

BRINDLEY: Where there . .

WEBB: When he was giving a speech, you mean?

J. MADDUX: Well, he--I remember he said on one occasion he wanted to have some kind of a final thing, and so I wrote the thing for him. And he looked at it, and he said, "This is terrific, Jack, but," he said, "I'm not going to be able to do this because I'm going to start crying." And I think he did not actually say it at the thing, but when the, you know, there's, when they hand out a thing which is—and that was . .

A. MADDUX: In the printed version.

J. MADDUX: In the printed version, yeah. And the whole reason was--he did that another time when he went down to . . .

He twice went down—there was a ship being . . .

A. MADDUX: It was the Pentagon, the Kennedy ship, the christening of the Kennedy, the J.F.K.

J. MADDUX: Yeah. And he couldn't get through that. He started crying during that thing and, you know, that . . .

WEBB: He was very emotional about the Kennedys, wasn't he?

J. MADDUX: Oh, yeah. I mean, he's a—you know, so many people thought of him as the opposite of that, you know, "This is a guy that pushes everybody around, throws people out, and all that." It's exactly the opposite.

A. MADDUX: Tell the story about the ferry after he--the Cape Cod, Martha's Vineyard, on the way to Martha's Vineyard.

J. MADDUX: Yeah, one man tried to throw him overboard.

A. MADDUX: One man tried to push him overboard.

J. MADDUX: Have you ever heard that story?

WEBB: No, I never heard that story.

J. MADDUX: Oh, that's a terrific story. He was a McNamara hater, and . . .

A. MADDUX: For Vietnam reasons.

J. MADDUX: Over Vietnam. And he was on the boat, and he came out on the deck to stroll or something, and this idiot grabbed him and threw him over the rail, and McNamara grabbed onto the rail from the—hanging over the rope. Of course, some people saw that and they rushed to his help and so on. They pulled him up, and they got him—and then there was the question about, you know—he was going out to what?

A. MADDUX: To Martha's Vineyard.

J. MADDUX: To Martha's Vineyard, yeah. And they wanted—there were all kinds of people who wanted to get this guy thrown in jail and so forth. You know, he was trying to kill him, that's what it really comes to! McNamara never filed anything against him. And several times after that this guy was also on the boat because he had some kind of—he used to go up there

often, and McNamara never walked away from him or did anything, just, you know. And he—you know, I mean, that's extraordinary.

They also burned his house one time, remember?

A. MADDUX: Did they?

J. MADDUX: Yeah, that was in Aspen, I think.

A. MADDUX: Blanche would know all about that.

J. MADDUX: Blanche would know. Have you had any . . .

WEBB: No, I'm planning to call on her soon.

J. MADDUX: She's a terrific person.

WEBB: Right. And she lives in Washington, does she?

J. MADDUX: She was born in Washington.

WEBB: Oh, that's right.

A. MADDUX: One of the few.

WEBB: That's right. I remember her mentioning that, one of the very few Washingtonians.

J. MADDUX: Yeah. She's a very good friend of ours. Well, that would be worthwhile if you could do that. I mean, she's in a position to tell you a lot. Her health isn't very good right now, but . .

A. MADDUX: It's not too bad. She's quite well.

J. MADDUX: It's up and down, I mean, and she never complains. She's an extraordinary person.

A. MADDUX: A person who would know a lot about Barbara Ward is Susan Frampton. Do you know her?

WEBB: No.

A. MADDUX: Yeah, well, she was William Clark's private secretary all these years, and she knew everything which went on. You know, she's the secretary of the 1818 club now.

WEBB: Oh, is she?

A. MADDUX: Yeah. She's retired. She's English.

WEBB: Frampton.

A. MADDUX: Yeah, Susan Frampton. She's English and she worked for William Clark and knew what was what.

WEBB: That's a great suggestion. Thank you. This has been really interesting and enjoyable, too.

J. MADDUX: Well, you know, I hope you mean that, you know, because I talk too much. I have a lot of faults.

A. MADDUX: We all do.

J. MADDUX: But, you know, that's the thing that always astonished me about McNamara, you know.

WEBB: What I appreciate is that you transmit what you feel about him as well as what you remember about him. That's very helpful to us, actually.

J. MADDUX: I've been ill recently, and he—Jeanie, who is his secretary, must have told him about it. You know, I wouldn't have called him up. He's got enough problems without worrying about my health and so on. But anyway, he called me up the other day, and he said, "Jack, you gotta get well—fast--because there's a lot of work you gotta do here yet," you know, and so forth. You know, it's that kind of stuff. You know, it's baloney in a way, but, see, that's the way he is. That's the way he is. He's always trying to . . .

WEBB: But you've been working with him, haven't you?

J. MADDUX: Yeah, well, I mean, over the years, but . . .

WEBB: I mean, after leaving the Bank.

J. MADDUX: Once in a . . .

WEBB: On the Africa work he's doing?

J. MADDUX: Yeah, you know--I'm a blank.

A. MADDUX: Yeah, you've done some Africa; yes, you have done, on and off.

J. MADDUX: I think I wrote something about Africa, didn't I? You know, honestly I never . .

WEBB: He's incredibly active. It's just amazing how . .

A. MADDUX: He's an extraordinary man. He's absolutely unique.

J. MADDUX: Well, you know, the extraordinary thing is that he had . .

[End Tape 1, Side B]

[End of interview]