

but also by taking infinite pains over long periods of time to promote ordinary neighbourly intercourse with those on the other side. Both qualities are necessary. Spasmodic action unaccompanied by steady, continuous efforts at conciliation produces no less bad results than does plodding conciliation never accompanied by action. It was because Warren Hastings possessed this capacity for instantly seizing an opportunity, because he could and would without hesitation or fear use severity where severity alone would secure enduring harmony, but would yet persistently and with infinite tact, sagacity, and real good-heartedness work for humane and neighbourly relationship with adjoining peoples, that he must be considered the greatest of all the great Governors-General of India.

But to be successful a policy must be embodied in a fitting personality. And to appreciate Warren Hastings' Tibetan policy we must know something of the agent he chose to carry it into effect. What was the character of the man who was to lead the first Mission ever sent to Tibet? We learn from Markham that he was born in 1746, and had at first been brought up in a business office; but on proceeding to India had been given a post in the Revenue Department. His letters to his father and sisters show him to have been a man of the strongest home feelings, and his conversations with the Tibetans indicate that he was a man of high honour and strict rectitude. Warren Hastings himself not only had a high opinion of his abilities and official aptitude, but also entertained for him a warm personal friendship.

The youth of Warren Hastings' agent is the first point to note: he was only twenty-eight. Nowadays we use men who are much too old. It is when men are young, when they are still crammed full of energy, when their faculties are alert, that they are most useful and effective. I often doubt whether the experience of maturer age possesses all the advantages which are commonly attributed to it, and whether young men act more rashly