

shall judge that a residence may be usefully established at Lhasa without putting the Company to any expense, but such as may be repaid by the advantages which may be hereafter derived from it, you will take the earliest opportunity to advise me of it; and if you should find it necessary to come away before you receive my orders upon it, you may leave such persons as you shall think fit to remain as your agents till a proper resident can be appointed. . . . You will draw on me for your charges, and your drafts shall be regularly answered. To these I can fix no limitation, but empower you to act according to your discretion, knowing that I need not recommend to you a strict frugality and economy where the good of the service on which you are commissioned shall not require a deviation from these rules."

Did ever an agent despatched on an important mission receive more satisfactory instructions? The object clearly defined, and the fullest discretion left to him as to the manner of carrying it out. Hastings, having selected the fittest agent to carry out his purpose, leaves everything to his judgment. Whatever would most effectively carry out the main purpose, that the agent was at perfect liberty to do, and time and money were freely at his disposal. "I want the thing done," says Warren Hastings in effect, "and all you require to get it done you shall have."

The only equally good instructions I have personally seen issued to an agent were given by Cecil Rhodes in Rhodesia. I travelled up to Fort Salisbury with Major Forbes, whom Rhodes had summoned from a place two months' journey distant to receive instructions, for he did not believe in letters, but only in personal communication. After dinner Rhodes questioned Forbes most minutely as to his requirements, as to the condition of things, as to the difficulties which were likely to be encountered, and as to his ideas on how those difficulties should be overcome. He said he wanted to know now what Forbes required in order to accomplish the object in view, because he did not wish to see him coming back later on, saying he could have carried it out if only he had had this, that, or the other. Let him therefore say now whatever he required to insure success.