

THE FOUNDER OF ROLLS-ROYCE

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INFINITY PODCASTS 1437

The historic first meeting of
rolls and Royce took place in
1904 the two men could
hardly have come from
different backgrounds CS
rolls had been educated at
Cambridge and moved
comfortably in London
Society among his aristocratic
and Wealthy Friends Henry
Roy had known poverty and
hardship all of his life the
only University he graduated
from was the one of Hard
Knocks the one characteristic
they had in common was a
certain prickliness this is how
rolls described the first time

He met Roy you may ask yourselves how it was that I came to be associated with Mr Roy for years I'd been engaged in the sale of foreign cars I wanted to be able to recommend and sell the best cars in the world the cars I sold were the best that could be got at that time but I always had a sort of feeling that I should be selling English cars instead of foreign ones I noticed a growing desire of my clients to purchase english-made cars at the same time I could not come across any english-

Made car that I really liked
eventually I was fortunate
enough to make the
acquaintance of Mr Royce
and in him I found the man
that I had been looking for for
years it was immediately
clear two rules that Henry
Royce was an unusual Talent
roll at this time had a
prejudice against two cylinder
engine cars and so he climbed
into the passenger seat of
Henry Roy's little two-
cylinder car prepared for all
the vibration and roughness
that were usually associated
with that type to his

amazement he
Found that the car had a
smoothness and a quite
phenomenal degree of Silence
he came he rode and he was
conquered that is an extra
from the book I'm going to
talk to about today which is
rollsroyce the magic of a
name the first 40 Years of
Britain's most prestigious
company and it was written
by Peter Pew so this is my
second time reading this book
the first time I read it was like
three and a half years ago it's
originally episode 81 of
founders I wanted to read it

because I think a main theme
Of Henry Royce's life is that
you can actually build
worldclass products in an
amazing business without
having to invent anything
new his main Talent was an
ability to observe think about
and then improve on existing
machines and products and he
says this himself he's like I
didn't invent the automobile I
just took every component of
the automobile improve the
quality and the sum of those
parts led to the Quality that
Rolls-Royce is still known for
100 years after he started the

company and this idea has
Been in front of my mind I
just did this three-part Series
where I read all of Paul
Graham's essays on episode
277 which is the third in that
three-part series there's a this
this essay that Paul writes
that's called hackers and
Painters and Paul has this line
that I absolutely love and he
says a great product has to be
better than it has to be and he
says relentlessness wins
because in the aggregate
unseen details become visible
I'm going to read this line this
line could he's just in this case

he's talking about Paul's just
Talking about Leonard Vinci
and Michael Jordan and
others this could be the great
this could be a great
description of Henry Royce
all those unseen details
combined to produce
something that is just
stunning like a thousand
barely audible voices all
singing In Tune and so the
way I think all this ties
together is because there were
painters before Da Vinci there
were basketball players
before Michael Jordan and
there were people making

cars before Henry Roy yet
what

They all have in common is
they were Relentless and
relentlessness wins because in
aggregate unseen details
become visible and so with
that let me jump into Henry
Royce's early life this podcast
is about Henry Royce because
even though CS rolls was the
co-founder of rollsroyce he
died just a few years after the
company started he actually
died tragically in a in a plane
crash he was actually flying
one of the early right Flyers
made by the by the right BLS

and he was the first English person to be killed in a plane Accident and so most of the early history of Rolls-Royce is built around the very domineering personality and Engineering Genius of Henry Roy he says he was descended from generations of farmers and Millers his grandfather had been a Pioneer in the insulation of steam power in watermills unfortunately that Talent skipped the generation Royce's grandfather was successful his father was not and as a result of his father's

lack of success Roy actually grew up in poverty his father James trained to be a farmer before moving on to Milling James proved to be unreliable and seemed unable to apply himself consistently I think you can already see where we're going this is a main theme in the history of Entrepreneurship that's going to show up over and over again by the time Henry Royce was born his dad was in finan trouble he died in a poor house at the age of only 41 I think around this time Royce is eight or nine the

reason I said that you could probably see where we're Going is because there's this main theme that pops up over and over and over again it comes from the biography of Francis Ford Coppola that I covered back on episode 242 you can always understand the son by the story of his father the story of the father is embedded in the son think about you could not have a more opposite description of Henry Royce and the person he was than that description the author just just gave us of his father James James

proved to be unreliable and
seemed unable to apply
himself

Consistently Henry Royce is
going to have the opposite
problem he works so much he
almost Works himself to
death Henry Royce therefore
knew property in his early life
when he was four years old
he was already earning
money bird scaring in the
fields after his father died he
sold newspapers and
delivered telegrams his life
may have been very very
different if it wasn't for the
fact of this a random act of

kindness from his aunt this
act of kindness is actually
going to change trajectory of
Royce's life

Fortunately when he was 14
an aunt agreed to pay \$2,200
a year for him to be an
apprentice at the Great
Northern Railway Works he
learned a great deal about
Machining in the workshop
after 3 years his aunt was
unable to continue her
support this was a serious
setback for Roy since failure
to complete his premium
apprenticeship denied him
skilled status so even though

he has the knowledge he
doesn't have the credential he
winds up having to take a job
that's for Less pay than than
he would

Have if if he would have had
actually completed his
apprenticeship he says he
found work as a toolmaker
with an engineering firm he
was paid \$60 a week and he
worked from 6:00 a.m. Until
1000 p.m. So even from a
relatively young age we're
around 21 he's around 21
where we are in the story
right now he was interested in
both machinery and

electricity so he's actually a mechanical engineer and an electrical engineer uh this is his first job uh with an electric company his interest in electricity led Him to a job with the electric light and power company in London he progressed so well that he was actually promoted to be a first electrician of an associated company of the power company this wind up being an important twist of fate because that company a few years later is actually going to go out of business and went into liquidation and

then Royce had saved some money and set up his own business which he named after himself so it was the FH Roy and Company and this is where we get the first Introduction of what I mentioned earlier the a main point of the book rice had an ability to think about and improve existing machines existing products so his company starts out making like small electrical items like electric Bell sets switches fuses filaments that sort of thing but they have eventually move on to building complete

installations of dynamos a
Dynamo is a machine that's
used to convert mechanical
energy into electrical energy
so it's also sometimes referred
to as a generator and so this is

What Roy said about his
skills at this time and so he's
looking at existing dynamos
he says in spite of insufficient
ordinary and Technical
education I managed to
conceive the importance of
sparkless commutation and
the superiority of don't worry
about these terms I'm I'm
skipping over a bunch of the
terms just technical terms and

the superiority of the drum
wound Armature for
continuous current dynamos
this goes on for quite a while
that's not the important part
what I think is the important
Part this is the theme this is
why I wanted to reread the
book I need to drill this idea
into my head over and over
and over again everything
around you can be improved
these improvements can be
the foundation of a wonderful
business exactly like Rolls-
Royce and one of my
personal Heroes James Dyson
and so this section ends with

this fantastic sentence this
ability to observe think about
and then improve on existing

machines was to be a
consistent theme throughout
Roy's life and then Roy talks

About the early days of his
business how it was very
tenuous on the borderline of
success and failure and we
see an early glimpse into this
legendary work ethic and this
intense drive to not wind up
like his father for many years

I worked hard to keep the
company going through this
through these very difficult
days I personally kept our few

machine tools working on
Saturday afternoons when the
men did not wish to work
many times our position was
so precarious that it seemed
hopeless to continue certainly

He became obsessed with
work often staying late into
the night and even all through
the night on a number of
occasions those arriving next
morning would find him at
work at his workbench asleep
with his head in his arms and
the main problem with this
business is that it's
inconsistent the company can
do well over the next few

years it actually does relatively well over the next decade or so but there's constant booms and busts and so during an economic recession this is what causes Roy he's looking around for other products that that he could make that he could use his talents and actually make and so this is why he starts making cars helping Roy make the decision to build a prototype motor car was the post-war slump this is in 1903 which left his company along with many others with spare capacity Roy was mindful of

the survival of his company
and faced with declining
orders felt that the Motorcars
could be a new product in
which he could use his talents
as an electrical and
Mechanical engineer and this
is where it became clear to
me that Henry Roy is another
example of something that
you and I talk about over and
over again it pops up in the
history of Entrepreneurship
that the timing is really
important Royce happens to
be at the right place at the
right time with the right set of
skills and so while Roy is

actually experimenting and building his first prototype car CS rolls asked this other guy that they both know this guy named Edmonds if he knew of a source of new cars this is

How roll meets Roy and so we see the foundation of the Rolls-Royce company comes from frustration Roy is looking at the existing cars and he deems them inadequate this is reminds me this is why I say reminds me of James Dyson if you haven't listened to uh I did I think the best i've done a number of uh

episodes on James Tyson I think the best one is probably episode 200 so it says frustrated with the inadequacies of the dville I think is how you pronounce it which was essentially the Standard like the high standard in automobiles at the time and so Royce is examining the existing car and he said he saw he could build on it Roy decided to make a prototype car of his own and then the author makes a good point here some have tried to give the impression that was almost by

chance that Royce became involved in designing a motor car Roy was not a man to rely on chance he saw a motor car had a great future and that it would be an ideal product for his business and this is a

Description of the main theme of the book this part is excellent there was nothing revolutionary about Royce's car he had taken the best of current automobile design and improved on every aspect of it I do not think that Royce did anything of a revolutionary nature in his work on Motorcars he did

however do much important development and a considerable amount of redesigning of existing devices existing products is the way you and I would think about this so that his Motorcars were far and a way Better than anyone else's Motor Cars he paid great attention to the smallest detail in the result of his personal consideration to every little thing resulted in the whole assembly being of a very high standard of perfection it is rather to Roy's thoroughness and attention to even the

smallest detail than to any revolutionary invention that his products have the superlative qualities that we all know so well so as you can imagine somebody with insanely high quality uh standards and expectations is Unbelievably difficult to work with so he's definitely hard on the people around him but he's also very demanding on himself and this is going to be a fantastic quote about that uh here he was a hard Taskmaster but it was only fair to add that he drove no one harder than

himself one employee said
later I not only admired him I
was one of the few people
who were genuinely fond of
him Henry this is this is an
incredible quote Henry Roy
ruled the lives of the people
around him claimed their
body and soul

Even when they were asleep
now just stop here and
imagine and try to put
yourself in his shoes and look
at his life through his eyes
right your father was
chronically sick he was lazy
and didn't apply himself he
dies while you were young

think he's like eight or nine
years old you grew up in
poverty you took a job every
job you get as young as four
years old you were saved by
an act of Charity and now you
have the opportunity to apply
your rare set of skills to build
a valuable company and
Create wealth of course you
are going to take it seriously a
lot of this reminds me of
Koco Chanel I read her
biography i've actually done
two episodes on her but the
last time I read a biography
on her was episode 199 and
she grew up in poverty she

was an orphan her mom dies
when she's young her dad
skips out and she talked about
just I want control and it was
very rare you know she's
starting B first of all like how
it was so unbelievably rare for
women like uh women to be
able to start their own
Company in the early 1900s
and she has great lines in
those books where she talks
about like you know for the
first time she has
Independence and control and
like fate is now in her hands
instead of just felt like life
was something was

happening to her and she said they didn't understand how important this was to me and then later in life she still has that level of drive and dedication to her work where she says she said uh one of my favorite quotes of her she says it is immoral to play at earnings one's living

She had a deep love of fashion she loved building her fashion house but she took it very seriously and there's also a line in that fantastic biography I'm going to read to you she devotes her energies talking about kushna

obviously she devotes her energies to barely noticeable refinements of details of her suits and dressers listen to this description of how Henry Roy worked and you will see that same mindset and it says this is a story on the quality work in detail from one of the first apprentices at Rolls-Royce

My favorite story of Rolls-Royce workmanship design and quality to the Americans when they ask me about it as they often do is the use of taper bolts instead of rivets I remember Roy carefully

explaining to me how a hot rivet never filled a hole when it cooled and a cold rivet was too was punishing the metal too much so hot uh rivets won't do cold rivets won't do that's fine we'll create something new so we made taper bolts and we fitted them perfectly in a hand reamed hole it is such details that explain the difference between Rolls-Royce and other cars it was Roy himself who taught us all the principles which carried on in the whole organization think about that Roy is the one that

comes up with the principles
and he spreads it through the
entire organization this
reminds me of one of my
favorite descriptions ever I've
read I don't know what 10
books on Steve Jobs and it
says he made and remade
Apple in his own image apple
is Steve Jobs with 10,000
lives inevitably whenever you
hear a brand that is known for
Quality a brand that in many
cases outlives the original
founder right whether it's a a
Ferrari a Rolls-Royce an
apple an Estee La a Chanel
you can always tie it back to

one insanely dedicated and obsessed founder they create the culture from the very beginning and in many times that culture is a reflection of their personality it is who they are he made and remade Apple in his own image apple is Steve Jobs with 10,000 lives we are seeing that same principle applied at the very beginning of Rolls-Royce 120 years ago it was Roy himself who taught us all the principles and which were which were carried on through the entire organization and I think this

next part is an excellent way to think about a product I wrote when I read this part this sings to me this first car like its successors were not revolutionary in any single part but in the Excellence of the whole quality as a strategy this gives you an idea of the quality of Royce's work reliability was the strongest feature of his cars one of them was returned in 1923 in perfect running order after 100,000 mile R miles run over the hilly roads of Scotland it was a standard of reliability none of rolls-

royce's competitors could come near to emulating and as you can imagine one one element of his personality was that he was a control freak this part just made me chuckle cuz he's in the middle of building a car and giving everything to building that car they're successful so they have to expand and he's like well I need to dedicate just as much time and energy into building the machine that makes the machine which is the factory right Roy though he was deeply engaged in the development of a new six-

cylinder car still found time to design most of the factory buildings himself and then Morris makes an incredibly important decision they should do one thing and do it well he did not want to dilute his skills uh his skill set over making multiple cars he's going to focus on one the other vital early decision made by the new company was to conate on one model and now that Roy had produced a model Superior to all its Rivals Royals Roy would devote its energies exclusively to this model

instead of diluting his skills over three or four models Roy could concentrate on bringing one model to perfection and there are those who would say that this new six-cylinder Rolls-Royce the silver ghost is the most famous car ever made now this is crazy so this I think the silver Ghost came out in 1908 I think the first one was made in 1908 this goost to show you that a good idea can last for an unbelievable long time this is how this is one of the ways they marketed the silver ghost you know over 100 years ago

I remember seeing Comm car commercials when I was a kid that took this idea and are still using it it says to Pro to prove its smoothness of the silver ghost and lack of vibration a glass full of water was placed on the car while the engine was taking up to taken up to 1,600 revolutions per minute and not a single drop spilt and I just want to pull out one part that I think is interesting because I think it speaks to the fact that overregulation and usually overregulation caused by special interest can actually or kill a a new

industry in the early 1900s the automobile was a very it's a new industry and so Thomas Edison actually makes a cameo in this book and says like Britain's essentially overregulation their own industry and allowed the Americans to seize control over one of the most important industries the world has ever seen so it says in Britain the the development of cars was held back by laws designed to protect a former way of life and the interest of the Whale Way the of the Railway companies so they

had this thing called the locomotives act and it stated that listen to this this is so incredible if first of all if you're driving a car there has to be at least three people so why would you have to have three like three people in a car at least three people had to be employed to drive the vehicle while the vehicle was in motion one of the three passengers was required to preed the vehicle on foot by at least 20 yards so you're calling up your friends like hey guys let's go for a drive by the way which one of you

is going to walk in front of
the car the whole time like
that's ridiculous the speed
limit was 4 mph 4 miles per
hour on country roads and 2
miles per hour in town in towns
there was a license fee of
\$1,000 a year Per County in
which the vehicle was to be
driven through faced with
these restrictions early
motoring

Pioneers were forced to spend
time trying to have such Laws
repealed rather than on the
development of the cars as
Thomas Edison observed the
motor car ought have been

British you first invented it in
the 1830s you have roads
only second to those in
France meaning as the quality
of the roads you have
hundreds of thousands of
skilled mechanics in your
midsts but you lost your trade
by stupid legislation and
Prejudice so then we get to
the part in his life where he
almost Works himself to
death I think he's at
48 years old at this point CS
rolls he had just perished in a
plane accident plane crash
like I said that was in 1910
the next year it says another

Calamity struck the following year when Royce himself was taken seriously ill long years of overwork and neglect on the needs of his body finally took their toll doctors were pessimistic about his chances of survival they eventually going to send him to a warmer climate this is when Rolls-Royce becomes a distributed company like the the headquarters are in London and then the factories in Derby in England and then Royce and his design team up until he dies I think about 20 years from where we are in

the story they're actually going to work in the south of France which I'll get to in a minute but right now he's really sick and he's still working from bed eventually his partner uh there's this guy named Claude Johnson Claude Johnson describes himself as The Hyphen in Rolls-Royce he plays an unbelievable important role he's like he's like the business guy the business manager to Royce's engineering genius and so Claude eventually is going to save Roy's Life by taking him and taking him on

long extended vacation
essentially the only way you
could get this guy to stop
working is if you put him in a
car and just drove him around
Europe which is exactly what
Claude did uh so it says uh
Roy's Mind undistracted by
the management of the
factory uh he kept his staff
busy with a continual stream
of ideas from his very fertile
brain often his health kept
him in bed all morning and
this was the period of his
greatest mental activity
without making a single note
he would design a new

component in his head after lunch he would explained the component and the plan to his assistant uh the assistant would write up Blueprints and then they'd be sent sent to Derby where their Factory is and then the finished Parts would then be sent back to Royce Royce would then turn them over this new part that came from his mind is now in his hand okay that's essentially what's happening in the book Royce would turn them over in his sensitive hands criticized them and then redesign them and then

this next part is interesting for two reasons and both those reasons remind me of Warren Buffett and Charlie Munger one I love this idea um it said Warren says a loss of focus is what worries Charlie and me the most which is exactly what's going to happen with the competitor of Rolls-Royce and never happens with Henry Royce but also because Charlie and Warren talk about they didn't like betting on companies at like the beginning of an industry because they maybe like I think they use the example of

like the American Car Industries like 2,000 startups and yet only three survive and so at the beginning of this industry Rolls-Royce had all these other competitors and one of them was this very formidable company called Napier and Napier's founder got rich and got distracted and so this is going to benefit Rolls-Royce too because all the talented Engineers from Napier go to Rolls-Royce and he says I saw that his meaning Napier's interest in his so it's a car company named after the founder okay

I saw that his Napier's interest
in Napier's cars was
beginning to wane there was
not the old enthusiasm and
there was a certain error of
indifference as regards to the
class of work that left the
factory his chief interest
seemed to pass from the
factory to his own bank
account which was never the
case in the early days this is
why Jeff basos says
missionaries make better
products right Roy was a
missionary Napier just
wanted to make money
eventually a lot of the most

talented Engineers left Napier
for Rolls-Royce so today rolls
is well known not only for the
cars but they build
highquality airplane engines
that actually starts because
World War I breaks out
there's a need for domestic
airplane engines I don't think
there there was even like I
think the industry was barely
you could even barely call an
industry at this time so the
reason I'm bringing this to
your attention though is
because Roy just takes it on
his own he's like okay well
I'm just going to try to design

my first airplane engine even though the board told him not to and he just NE it it just it was irrelevant to him it did not matter he's like I'm going to do what I want to do at the same time as a Rolls-Royce board was deciding not to make airplane engines for the government Roy was already designing one not for the last time Royce was ignoring what the board had decided in his absence and then we see the same level of quality and dedication Obsession that he applied to his cars he's applying to airplane engines

now uh he already had an engine ready to test in late 1915 it was expected to give 200 horsepower but gave 225 horsepower on its first run

however Roy was not satisfied he strove to increase power reduce weight and fuel consumption and at the same time improve reliability Roy was testing every part of the engine to destruction and this is so crazy as he's building this right his work is so detailed and like he's writing not only memos for himself but memos for all the people working for him that the

company decides to make these notes into a book that they're eventually going to call the Rolls-Royce Bible so impressive were the writings from Roy that Claude Johnson had Roy's memos on the subject printed and bound in a book in the preface of that book were these words in the opinion of the board of director directors the memo and letters written by Mr Roy in connection with the design testing and manufacturer of these engines are so admirable as evidence of extreme care foresight and

analytical thought that the directors decided to have them printed and bound in order that copies may be available for study as an example to all grades of Rolls-Royce Engineers present and future this book became famous as the Rolls-Royce Bible it was described by quote the achievement of a thinking designer so how good were these engines what was the quality level so good that the enemy thought they were amazing this is high praise for Roy's engine design from an unexpected Source

the engine received praise from the enemy that it was aiming to Vanquish a young British Airman was instructed to fly to an Airfield in France and landed by mistake at a German base when the Germans inspected the engine they said quote one of the most interesting of hostile airplane engines on the highest plane and respective design is undoubted Ed L the rollsroyce and so something that was a theme throughout the history of rollsroyce is they were obsessed with control Royce is obviously

obsessed with control so much so this is this is the first a company that was so focused on quality that they risked going to prison remember this is wartime so it says when the ministry of Munitions tried to force Rolls-Royce to get a dozen or so other firms to make their engines Claud Johnson took the Bold stand saying that he would tear up every drawing and go to prison rather than risk listen to this he would tear up every drawing and go to prison rather than agree to risk inferior skills of other

companies Johnson said that the plan of using other manufacturers was futile and would yield nothing but mountains of scrap he had his way and other companies were not licensed and they continue with this obsession with uh control after the war when the war ends so like that four-year period of World War I there was essentially like the automobile industry in Britain was essentially Frozen right so they get out after the war and there's like this boom and then this slump and so there's a lot of other

car companies that are merging and so Johnson and Roy were talking like do we are we like do you want to merge our company uh with another like with other car companies due to this like post-war Market uncertainty and Roy and Johnson are like nope I'd rather retain control even if the even if what I was in control over I want complete control instead of like a larger size right so it says johnon and Roy wanted to be their own men Roy admitted it I prefer to be absolute boss over my own

Department even if it's extremely small rather than to be associated with a much larger technical department over which I only had joint control and so this podcast is heavily focused on Henry Royce but I do want to point out something because Claude J Johnson dies about a decade before Henry Royce does and it's really it's this highlights that sometimes you need the right partner whether they're a co-founder or not so they can actually complement and like your skill set and actually

compensate for the skills that you lack Claude Johnson was that right partner for Henry Roy this is perhaps an appropriate moment to compare the qualities of the two men and see how well they complimented each other without Roy the Peerless engineer there would have been no Rolls-Royce cars that much is certain but without Johnson's organizing ability and flare for publicity there would probably been no company to exploit the cars Johnson thought not only of external relations like public

relations right but also those inside the company what does that mean as you can imagine

Henry R is not a people person Roy's lack of what today are called interpersonal skills with his managers and employees is welln although he engendered quite remarkable loyalty in spite of being a hard Taskmaster Johnson was more aware of Human Relationships and then it makes this point that I referenced earlier that maybe Johnson's greatest contribution was the fact that he saved Ro Roy from

himself perhaps Johnson's greatest contribution to Rolls Royce was his understanding of Roy himself and his unselfish action in 1911 in taking him on an extended trip through Europe which almost certainly saved Royce's life Johnson also understood that both Roy and his employees would probably function better better if they were kept apart this is what I referenced earlier that the design element is going to be on its like own island in the south of France and then

the production and the HQ is going to stay in England it was a happy coincidence that Roy's doctors prescribed cair if Royce had stayed in Derby where their Factory is his obsession with detail might well have hampered the commercial viability of the growing organization and so this is how rollsroyce was actually set up as a distributed company this gives a firsthand view of how the company operated in the 1920s the control of the company was vested in three widely dispersed groups all

designing was carried out in the south of France that's where Roy is all the directors except Roy were based in London and all the production stayed at the Derby works because Roy's word was law throughout the company the Apex of this administrative triangle was undoubtedly the team of designers working under Royce in France this in the south of France this kind of reminded me of if about like when Steve Jobs came back to Apple like his tight design uh his tight relationship with Johnny I

and
the other designers like they
were secluded it was very
hard to even access uh the
department they they worked
in uh that's what pop to mind
when I read this they worked
in monastic seclusion in an
office situated in the middle
of a village about a quarter of
a mile from Rey's house this
is wild and probably a good
idea to ensure a minimum of
distraction the office was
forbidden the luxury of a
telephone this was the team
responsible for the design of
every car and all their

components from 1919 until
Roy died in 1933 in matters
concerning the actual model
which eventually went into
production Roy's decision
was

final he is going to die at the
age of 70 he's another
example of somebody that
loved what they did so much
that they did it till he died the
night before he died he sat up
in bed and Drew a sketch on
the back of an envelope
which

he gave to his nurse and
housekeeper telling her to see
that the boys in the factory

got it safely Henry Royce was quite simply a genius and thanks to a meeting with cs rolls and his partnership with Claude Johnson the benefits of his genius were spread and shared by the whole country and indeed by The World At Large we have noted his belief in hard work AG Elliott who joined Rolls-Royce and Rose to be chief engineer and who served the company for 44 years said this everyone who worked with Roy knew that he was a perfectionist they knew how he would test Parts far beyond anything

they were likely to have to
withstand on the road some
found his habit of changing
and improving designs
extremely frustrating but he
wanted his designers to be
improving all the time in
Roy's view such an approach
saved time in the long run this
tradition of obsession with
functional Perfection long
outlived him and indeed is
Paramount in roles Roy
today never one of the world's
greatest man managers Royce
was able to concentrate on
what he knew best his mind
undistracted by the

management of the factory
Roy kept his staff busy with a
continual stream of ideas
from his fertile brain Royce's
striving for perfection in
everything he did was
epitomized by a comment he
made to a neighbor after he
had stripped and rebuilt the
neighbor's lawnmower Roy
said whatever is rightly done
however humble is noble.

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