

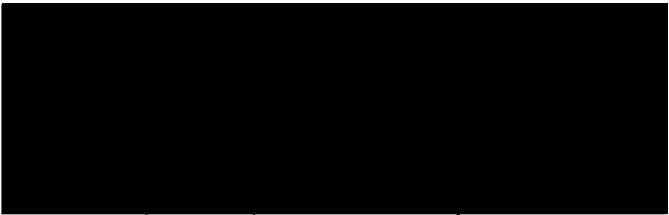
From Phillip to Grose:
Leadership in New South Wales from 1788 to 1794

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Disclaimer:

I certify that the substance of this thesis has not already been submitted for any degree and is not being currently submitted for any other degrees. I certify that, to the best of knowledge, any help received in preparing this thesis, and all the sources used, have been acknowledged in the thesis.



Stephen Cunneen

February 2011

ABSTRACT

This thesis considers the early history of NSW through analyzing and comparing the leadership styles of the founding governor, Arthur Phillip, and his reluctant successor, Francis Grose. It aims to reassess entrenched historical views about the effectiveness and character of both men.

I argue that for the period from 1786 to mid 1790, Phillip's style of personal and direct leadership, honed in the Royal Navy was well suited to the requirements of establishing a distant colony populated largely by convicts. He instituted a viable capital works programme, the health of all was excellent and he successfully established the rule of law. However, Phillip's leadership was overwhelmed by the arrival of over 3000 convicts from June 1790 to February 1792, posing challenges which, on many levels, Phillip failed to meet.

Francis Grose, an experienced army officer and well trained in the skills of delegation, pursued quite different approaches to leadership. Although his administration has been widely criticized by historians, it will be shown that under his administration the colony nearly achieved self sufficiency and the health of the colonists improved dramatically. Where the colony waxed and waned under Phillip's personal leadership, Grose's ability to delegate to his officers caused radical and positive changes in the dynamics of the colony.

DEDICATION

I would like to dedicate this thesis to the memory of my mother Kathleen Cunneen nee Chisholm. She developed in me a love of early Australian Colonial History with stories of her convict ancestor, Samuel Thorley, who arrived on the *Active* of the Third Fleet in September 1791. Having grown up listening to her stories, it was with much pleasure that I went with her on an expedition to find his resting place. I fondly remember driving her to North Richmond cemetery in 1966 where we found the mausoleum of the Thorley family wherein Sam's bones were interned. It was a special moment for both of us.

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Writing a thesis is a journey of many years and I have been most grateful for the warm companionship and generous assistance of the many people who have walked with me over those years. It has been enjoyable and instructive journey and I am more than a little regretful that it is over.

Steve Cunneen.

ABBREVIATIONS

ADB	<i>Australian Dictionary of Biography</i>
HRA	<i>Historical Records of Australia</i>
HRNSW	<i>Historical Records of New South Wales</i>
JRAHS	<i>Journal of the Royal Australian Historical Society</i>
NAI	National Archives of Ireland
NSW	New South Wales
SRNSW	State Records New South Wales