

During the Boxer uprising Kinder was ordered to leave his house and workshops at Tongshan and seek refuge with the other foreigners. He handed over the Tongshan facilities to the protection of the local Chinese military garrison from nearby Lutai. It is a fact that the mining and railway properties at Tongshan were properly guarded by the Chinese troops during the uprising and no serious damage was done to these facilities. Kinder and the other European staff were evacuated by naval ship to Chefoo (烟台 Yantai) and he later made way to Tientsin after the multi-national military occupation. He initially worked in co-operation with the military railway unit as the civilian Engineer-in-Chief overseeing railway reconstruction work around Tientsin. However, within a short period, he had further unpleasant encounters with the Russians. The first was an incident on 28th June, 1900 when Russian soldiers burned down the railway company's offices and looted all the valuables ten days after they had first occupied the premises. This was followed in March, 1901 by the Tientsin 'siding incident' in which Russian and British troops almost came to blows in a dispute over the ownership of land on which Kinder had been building a new railway siding. Kinder was further antagonized by the Russian seizure of Chinese railway property at Yingkou as well as the Russians refusal to allow the Chinese staff to return to operate the both the mines and the workshops at Tongshan. It was one problem after another for poor Kinder, who just wanted to resume building his railway and the new workshops in Tongshan.

Throughout his career Kinder had excellent cordial relationships with the company directors Tong King Shing (Tang Tingshu), Chu Yuchi (Xu Yuzhi), Wu Tingfang, eventually Hu Chu-fen (Hu Jufen) and finally M.T. Liang (Liang Juhao) but he struggled constantly from the rivalries between various other co-directors with whom he had to deal. Working for several bosses simultaneously could never have been comfortable, especially when these superiors were in disagreement and competing with each other for power. Following Tong King Sing's death in 1892, one particular director, Chang Yen Mow (Zhang Yanmou), engaged in a bitter power struggle with other directors for control of the both the mining and railway companies and the then Managing Director, Wu Tingfan was unable to control this struggle effectively. After Wu's departure to Washington as China's Minister to America, the struggle escalated and Chang made a determined move to oust Kinder and the other British engineers from the railway and replace them through his German acquaintances, notably Gustav Dietring (德瑾林), the Commissioner of the Imperial Maritime Customs at Tientsin. The Russians also had the like aim of ousting Kinder and all British influence from Manchuria so that the Manchurian railway extension could come under their sphere of influence. There were multiple factions within both the Chinese directorate and also within the foreign expatriate communities of China's Treaty ports and Kinder just loathed all their politics. He merely wanted to deal with the engineering aspects of his beloved railway for the betterment of China. Kinder did, however, display some British patriotism when he felt that the other European powers, particularly the Russians and the Belgian-French, were continually trying to block Britain's political influence. For this reason, when the railway company built its new headquarters in Tientsin, Kinder insisted on staying in his Tongshan house in order to remain close to the locomotive works and to be as far away as possible from the company politics.

In September, 1901, during the military administration of the railway, he had a big difference of opinion with the military Director of Railways, British Lt-Colonel C.A.R. Browne, who had assumed this position June, 1901. Kinder was removed from his position as civilian Engineer-in-Chief by Browne and retained a position as only a 'consultant'. He was told to return to his house in Tongshan and stop interfering with Browne's directives. All the staff were ordered to ignore Kinder's direct instructions and there is some evidence that, at this stage, Kinder suffered a stressed-related breakdown of his health. In surviving British military records, Browne wrote a series of reports condemning Kinder as an incompetent manager and suggested his permanent removal from the railway.

义和团起义期间，金达被迫离开唐山的住所和工厂，并和其他外国人一起寻找避难所。他将唐山的设施移交给了芦台附近的当地中国驻军保管。起义期间，中国军队确实尽职保管了唐山矿业和铁路财产，这些设施没有遭到太大的损坏。金达和其他的欧洲工作人员乘军舰撤离到烟台，各国联军侵占烟台后，又转而去了天津。他起初和军事铁路单位合作，担任文官总工程师，负责天津周边铁路的重建工作。但在很短时间内，他与俄国人产生的冲突便进一步恶化。最初的事件是1900年6月28日，俄国士兵先是烧毁了铁路公司的办公室，第一次占领这些房屋十天后洗劫了所有值钱的东西。该事件过后的1901年3月，又发生了天津“侧轨事件”，英俄双方军队之间争夺土地所有权的争斗几乎一触即发，而金达当时正在所争抢土地上修建新的铁路侧轨。由于俄国人抢占了中国的铁路所有权且不允许中国员工返回位于唐山的矿山和工厂继续工作，使金达更加反感俄国人。金达接二连三遇到一系列问题，而他只想在唐山继续修建“他自己的”铁路和新工厂。

在其整个职业生涯中，金达同公司董事唐景星(唐廷枢)、徐雨之、伍廷芳以及后来的胡橘棻和最后的梁汝浩之间的关系都非常融洽。但他仍不断挣扎于其他联合董事之间的斗争，而这些董事都是他不得不与之相处的人员。同时为多个老板工作永远不是一件轻松的事情，尤其是在这些上级出现意见不合以及权力争斗的情况下。1892年唐去世后，一位特殊的董事，张燕谋加入同其他董事争夺矿业公司和铁路公司控制权的激烈权力争斗中，而时任总办的伍廷芳无法有效控制这一争斗局面。在伍作为中国驻美公使出使华盛顿之后，争斗进一步升级，同时张决定免除金达及其他英国工程师在铁路公司中的职务，而由其所熟知的德国人接任，其中比较著名的有时任天津海关税务司司长的德璀林。俄国人也打算将金达和所有英国势力驱逐出满洲，以此将满洲铁路延线置于他们的权力范围内。中国董事会和中国通商口岸的外国团体中都存在多个派别，而金达刚好厌恶他们的政治手腕。他只想从事他所热爱的铁路工程工作以改善中国的现状。但当金达感到其他欧洲列强，尤其是俄罗斯、比利时和法国一直试图阻止英国的政治影响力时，他偶尔也会展示出他的爱国主义精神。为此，当新的铁路公司总部在天津成立后，金达坚持留在唐山，以便尽可能远离公司的政治活动而更靠近他的机车制造厂。

1901年9月，在铁路军事管理期间，他与同年6月担任铁道部军事主管的英国陆军中校布朗出现很大的意见分歧。布朗罢免了金达文官总工程师的职位，只保留了“顾问”一职。并要求他返回唐山住所、停止干涉布朗的指示，还命令所有工作人员不得听从金达的直接指示。有证据表明，此时的金达面临着由压力引起的健康问题。在尚存的英国军事记录中，布朗的一本日记簿表明，他受到了天津德璀林外籍派别的影响。

布朗撰写了一系列报告谴责金达无法胜任经理一职并建议永久免除金达在铁路方面的任职。与此同时，布朗已开始培养与铁路公司前任秘书梁汝浩的关系，在铁路回归文官统治后，梁不久便晋升为常务董事。布朗暗示梁自己是总工程师的最佳人选，如果获得适当高薪，而这一薪酬远远超过了金达的收入，他将辞去自己在军队中的职位，然而布朗的阴谋并没得逞。1902年9月，在铁路统治权退还中国后，金达被重新任命为总工程师兼总经理。

在接下来几年里，尽管他不得不继续同更多的联合主管周旋，但金达显然轻松了许多。胡橘棻重新担任督办大臣之后，金达重拾尊严并恢复了唐山制造厂的工作。就在1903年—1907年间，他在唐山完成了至沈阳的铁路建设并开始制造中国自己的机车和客车厢。



At the same time Browne had started cultivating a relationship with the railway's previous Company Secretary, M.T. Liang (Liang Juhao), who was shortly due to be promoted as Managing Director after the return of the railway to civilian control. Browne suggested to Liang that he himself (Browne) would be the best qualified person to be the permanent Engineer-in-Chief and he was planning to resign from his military position if offered an appropriately high salary. The amount suggested by Browne was far in excess of what Kinder had been earning. Browne never succeeded with this plot and after the railway was handed back to Chinese control in September, 1902, Kinder was re-instated as Engineer-in-Chief and General Manager.

The next few years were more comfortable for Kinder, although he had to contend with answering to more rotating co-directors. However, with Hu Chufen (Hu Jufen) re-instated as Director-General, Kinder was able to regain his dignity and resume his job at Tongshan works, developing the railway. It is during these years 1903 to 1907 that, probably, his greatest achievements were made, with the completion of the railway line to Mukden (Shenyang) and the commencement of China's own locomotive and carriage building industry at Tongshan..



Liang Shih-I (Liang Shiyi) [1871- 1933] was Kinder's last boss before his retirement and departure from China. A Cantonese native, he was not, however, one of the overseas-educated Chinese Education Mission students like his predecessors, and almost certainly spoke little English. After getting rid of Kinder in 1909 by humiliating him, Liang himself was a victim of the quickly changing Chinese politics of those turbulent times. He had owed his ascendancy to high office by being a protégé of Yuan Shi Kai and supported Yuan during his attempt to reinstate the Imperial system of government with himself as Emperor. After Yuan's failure and death, Liang was about to be arrested but escaped to exile in Japan in 1917. He was pardoned in 1918 and rejoined the Chinese Senate but was soon in trouble again for his pro-Japanese leanings. He died in Hong Kong, ironically under the protection of the British, whom he had so disliked when in power.

梁士诒（1871—1933），是金达退休和离开中国前的最后一任老板，广东人。他不同于他的前任，他并非是接受过外国教育的中国留美幼童中的一员，因此几乎不会讲英语。1909年通过羞辱金达将其排挤出公司，但梁也成为那段动荡时期中国政治快速变更的牺牲品。作为袁世凯的门生，梁在要职部门拥有自己的势力，并支持袁世凯恢复帝制。袁失败、去世后，梁随即遭到通缉，但他于1917年流亡日本。1918年被赦免，并重新加入中国参议院，不过他很快因其亲日倾向而惹上麻烦。他于香港去世，讽刺的是，当时的香港正处于英国的保护之下，而英国则是梁掌权时非常厌恶的国家。

Hu Chu-fen died in 1906 and shortly afterwards M.T. Liang also left the railway directorate, having been promoted to Customs Taotai (Daotai) at Tientsin. This led to a new round of railway directorate appointments in 1907, when another protégé of Yuan Shi Kai, Liang Shiyi became head of a newly-created Chief Railway Bureau. Liang in turn appointed independent directors for each of China's different railway lines, including the Peking-Mukden Railway. Within a few months, Kinder had huge differences of opinion with Liang, in particular, over the engagement and dismissal of foreign engineers. Unable to reconcile these differences, Kinder submitted his resignation in October, 1908 after Liang had terminated the contracts of three foreign engineers without consulting Kinder.