

Mem of Talk with Dennison

Dec. 4, 1924

Put before Dennison my growing impression that Gary has put up a persistent fight for certain policies. His reaction is, first, in regard to the 8-hour day, that if he had this in mind he successfully concealed it from the public - deceived the public. This seems to be true. That is, Gary must explain his speech before Iron and Steel at the end and before he took final action. I must get from him his statement, supposing that it is true, as I believe, that he has been telling his directors for a good many years that they would have to come to the change.

When I told D that Gary has persistently fought for his code, he insisted that he was not a great leader, that ten years is enough to convert. I disagree with him there - considering what Gary inherited.

Spoke of his policy of publicity, the fight he had to make for it, etc. When it comes to the attitude towards competitors and the change, he agrees that Gary was ahead of practically every one. He also feels that he has done a great service to industry in the stabilizing of prices. He consents that his commercial policy has been ahead of his time by six or ten years, - makes this observation himself. Seems to think that where I have a chance to develop my thesis is there. I told him I think Gary had never thought of labor until it was forced on him after the organization of the Corporation by the threat of a strike, that there he came in contact with Schwab's brutality and immediately challenged it. He did not see the remedy as further organization; he saw it as correcting the abuses of which the public and organized labor complained.

When the question of accidents came to him - and I doubt if he had ever considered it seriously beforehand, he stood for

the safety policy and brought the Board, in spite of its grumbling, to the voting of money. He understood sanitation and housing and agreed these things should be done. He believed in the shorter day and when there came to be a public outcry against the long day and Sabbath work he agreed there must be a change and felt that he had to educate the industry, that he must bring it with him. What seems to be the fact is that Gary was showing one face to the Board - a progressive face, and another to the public - a reactionary face; that his reason for not taking the public into his confidence was that if he did so he would lose his Board, and that he believed in the long run he could educate them and that the only way to put over these policies was to educate them, to bring them to the point where they would see that it was good business, if nothing else, to do these particular things.

Dennison's excellent mind to try out these things on. Challenges. Tells me that the impression that Gary made on him at the Industrial Management was of a hard, cold, autocratic feels that there is no warmth of attitude, that he cannot tie men to him enthusiastically, great legal mind but not great human being. There is something in this, not as much as Dennison imagines. That is, he is more of a human being than D thinks.