At the time Y. came in, Coffin was getting old. It was 1913. Rice was made President but he was not an executor. Y. at once became a right and left hand man to each of them - framed the policies - had ideas about labor - very liberal. All of this must be cleared up. In two years he was sitting with the Board, according to Trench and somebody else told me, doing most of the talking. I asked Trench to put me in touch with somebody who can explain to me, unless he, himself, can do it, Young's relation to the executives. "Well," he said, "that is a problem that interests and sometimes puzzles me." Then he tells me how Robinson, a turbine engineer, asked him to come to his department and talk on the relation of the executors to building turbines. Tell him I think that is an exceedingly intelligent question, that the understanding of the relations of the different parts of the organization by everybody is one of the most essential things in running an industry. Said I think I'll take you to talk to this Robinson. He has done a very real thing here in the experiments we had to make to use mercury vapor with steam in running turbines. As I understand it they get a greater power if mercury vapor is mixed with steam, but having a less resistance than the vapor of water, but mercury is a poison and how to do it they did not know. At first they refused, but Emmons insisted and Rice said, "If he wants to try it, better let him do it." Young said, "Go ahead." Spent a million or more before any customer would try it out. They had failure after failure but finally it worked. Very interesting to find how much the success of an experiment of this kind, and they have made many of them at G.E. depends upon finding a customer

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with a liberal ~~boring~~ mind - somebody ~~above~~ outside routine They found such a man in Connecticut.

Trench says that the Tims see things to be done and stimulate inventors to do them or back up inventors, that is, open minded Tims like Rice. He says that the electrical refrigerator was Coffin's idea. He wanted one. They insisted that it couldn't be done. Coffin believed it could, so did Swope and finally S. ordered it done. It was. An executive must back up suggestions like E. G. S. in this matter of mercury vapor. They must find money - they must wait - they must be sure, then they must find somebody that will buy. That, I take it, is about the way that Trench must have talked to Robinson's young men when he went to show them what relation the men, at the top had to building turbines.

My question was something like this, I wanted to know, "What the relation of Young was to building turbines?" Trench said, you must see Robinson first, then Whitney, Rice in the advertising.

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Mr. Robinson, full name, Nelson L. Robinson, a lawyer at 82 Wall Street - member of the firm, sends me a manuscript - The Contribution to Peace - which as I understand it is to go into the memorial at St. Lawrence to the young men killed in the war. It is really a review of Young's works for peace with many quotations from his various speeches, beginning with that of Harvard after the return from the Dawes Commission in 1924. One is freshly impressed with the common sense - the clearness - the high-mindedness and far-sightedness of these quotations. Apparently from Mr. Robinson's selections the speeches which I should particularly study are those at Harvard in 1924 - the dinner given to him by the Business Men of New York City - that in 1925 when he accepted the Presidency of the Trustees to establish the Walter Hines Page School of International Relations at John Hopkins University. That at the National Institute of Social Sciences on May 14, 1925 - that at the Bryn Mawr College commencement in 1928. Here it should be noted that he talks of the concellation of the American debt without declaring it. The speech at the University of California in 1930. Here one should not fail to emphasize his calling attention to Germany's capacity for scientific research.

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her supply of trained investigators. Robinson quotes from Lamont the estimate of Young's work at Paris in Foreign Affairs, in April 1930. And he says of the public addresses as a whole - "they have Walter Bagehot's wisdom and charm with a persuasiveness all their own."

I wonder if there is anything in a certain feeling that I have detected in myself that there is an over-persuasiveness in these speeches, that they need a little more ~~fore-sightedness~~ forth rightliness' punch"

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