Young Memo:

J.S.P. has been talking with Blossom about the plan for the Young article. He is a little suspicious of any talk that I would give on leadership - thinks my tendency would be to make it too theoretical. He is probably right for looking over my notes I find that I am trying to define leadership, etc., etc.

We talked then about the way the man has come to be a subject of interest to the country. It is a story really of the emergence of a man and how it came about. The men that we talk of for President of the United States are usually men who have come up through the political machine or have been so connected with it that they are natural political candidates for higher office. Hoover's experience, since the War, has been as a kind of political autocrat in special jobs up to the time that he was elected to the Presidency. Al Smith is a perfect product of politics, probably one of the best we have ever had. Lincoln was a product of politics, though his career was broken and he was brought back by the moral character of the issue.

Young has never had anything to do with politics, excepting possibly as an adviser - of this I do not know. The emergence has been logical from the character of the work he has done. A good and rising lawyer who attracts the attention of a great business leader - Coffin of the General Electric, by beating his own legal battery which Coffin considered as the best that could be secured. The impression Young had /induced Coffin made to call him to the head of his Department when Parsons was killed. It was truly professional ability that brought him there but there the breadth of his interest - the clarity of his mind - his accomodating

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spirit - good judgment led the G. E. to call him into various problems. He became a Vice-President in charge of Industrial Relations. It was the accomodating spirit of the man - the desire - necessity to see the ability to see all sides that had been shown in his legal work that made him valuable in the Industrial situation.

And then came the War. Every great business was called to be a factory. I don't know just what was asked of the General Electric but the General Electric's agent with the Government of the Departments in Washington was soon O.D.Y. He was going down every Saturday night. He was known out of legal circles - in General Electric circles - everywhere he touched the men and groups of importance he made his impressions. He showed just what he had to Coffin - clear thinking - background - reasonableness - a desire to settle in such a way that everybody would get at least a part of what he thought was essential to him. He wouldn't fight - he would negotiate. Everybody wanted to talk to him about what was best to be done and we find him drawn now into this and now into that group of established leaders, political and business.

It was very plain that he had no axes to grind - no political thought - nothing but the job in hand which he was doing with all his might and with a smiling interest - good humored patience - very comforting in that troubled time.

The war ended. He was as well known in political and business inside circles - not public circles - as any man in the country; regardless of politics men in Washington sought his counsel. Hoover sought it constantly - dropped in on him to breakfast when he

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came to New York, talking over all kinds of things. Their politics were dfferent but I doubt if the matter of politics was ever raised between them. When President Wilson, conscious that the great after War struggle was to be over the relations of labor and capital appointed his first industrial commission, Mr. Young was an alternate. When that commission failed and the second was called he was one of the dozen principals. A most useful one. When President Harding was faced with the unemployment situations and called his conference, Owen Young was a member and it was he who was the Chairman of that important committee on the business cycle.

It was he who after that committee was enforced said, "Warning that probably these findings will be neglected when the return to good times come and the next depression, the one that we have now will find us very little farther ahead than the one that we had."

That is the man had become the consultant of all kinds of big agencies confronted with hard problems. He was the consultant of the Government. He was consultant at the same time of all kinds of big financial interests by his position which by this time had become Chairman of the Board of the General Electric naturally threw him into relations with finance, with other businesses. But hundreds of men of importance in business ? He was something much more. If there was a knotty problem he gave his mind to it and had something to offer. It was not a conventional offer - it was not necessarily what this or that man wanted or expected - it was given without consideration of any effect except the effect of judgment - the best interest of all became more and more prominent in all his dealings. Not in the General Electric

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alone - it was the interest of the associates of the General Electric. All of this time the public knew only vaguely of Owen D. Young. He was a big business man that the Government called into consultation and ? to look into with a suspicion of a was passed on to him. of course without knowing anything really about him.

And then there came the International difficulties. America had to take her part in spite of their aloofness officially from European negotiators. When she was called to try to entangle the terrible mess Young was one of the men that Hoover choose. "Not because he knew anything about the situation," he laughingly will tell you, But Mr. Hoover who invited him onto this needed man's mind. How it ? itself hard to any problem. He knew his temper - his patience - he knew his determination to settle - not to quarrel - his determination that in any situation the real rights and needs of every party should be considered. So they went to Berlin and got what they got. How different the whole picture of that Dawes Commission from the quarrelsome political bodies that had been sitting since the War in the efforts to settle relationship, rights, etc., etc. It did not quarrel - did not give up - it worked. It got a settlement. It was to last for five years. At the end of five years by the common quarrel of Europe Young was asked to head the new body that was to revise what had been done in Berlin in 1924. It was the same scene. Men of the most different needs - the most difference attitudes - each responsible to a country - held together by one man's persistent determination to find the solution. That has been his aim since the start to find the

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right solution in which all parties will agree, seeing that not any one gets all but each gives at least something of as near as possible that to which he has a right and that all comes to the understanding that in human kindness-adjustment - accomodation is what is necessary.

And then the public was finding that this was the man that had opinions. And while he was not aggressive in stating them he was not afraid - he was not afraid to make clear.

His personal interests were tied up in power and he stated them quite clearly. He came back from Europe when Imperialism - Letter Ballard - 7/27/26 - all the country was anxious to get a particular affiliation.

"Cancellation of debts." "Foreign Markets." "Surpluses."

? was so clear. He had become a great public servant.

Quote Dr. Butler at Club Dinner.

He puts his mind to things. Take this matter of the soldier's bonus with a preposterous suggestion of Three and a half billion dollars - all our capital, that is money capital. The bold announcement on banks. (See Notes.) This man had something to offer. Throws a light on the thing of which they had not thought. The quality of his offering is quite startling or rather the importance of this when a matter has come down to a tug of war over two conflicting views as if there could be no other way around. He shows a way around.

The human quality must be introduced here. It is this that has made him a man to whom the country - intent on leadership - real leadership - the kind that will recognize all factors in our big democratic problems. Try to bring them to a common agreement. That is not what he is after.

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This copy of first article to be used by the American was accepted by Blossom - read and O.K'd. by Mr. Case. Later B. suggested editing, wish to introduce certain material from the Emergence Article first turned in and accepted. Later B. decided not to publish.

Changes made in manuscript as it stood considerable - accepted all but the Mutt and Jeff anecdote and one other which were out of key with Van Hornesville. My revision of their editing and their suggestions are on attached sheet.

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