May 22, 1936

Dear Mr. Javits:

I am sorry I have been so long in getting around to your book, but I have been ill not really having time and strength to start reading what you have done. I found it increasingly interesting as I went over the chapters. It has seemed to me for some time that we were slowly but surely evolving something in industrial society as you predict on cooperating coordination. We have been getting it little by little for a good many years now and frequently not recognizing it when we saw it. I do not feel sure that the final industrial commonwealth will be as entirely disassociated with political administration as you predict. It must rule itself under the watchful eye of an understanding government which of course we have not got now. They simply do not know what it is all about, I sometimes think. But there are all sorts of outcomes before we get anything like a proper industrial management. An industrial dictatorship with a corporate state, such as Italy is working out, is not at all impossible. As a matter of fact there is some pretty sensible devises in that corporate state, at least it starts with things as they are and does not try to destroy what the years have brought about. I think it is worth watching myself.

I feel certain you are right when you declare that labor will be blended with industrial management, that the present schemes are "interim devises." Thank you for that expression. Is it really your expression? I have never seen it anywhere else.

Such an exploration as this of yours into the well of production is bound to help clear up our notions if it did not do anything more than to call attention to the present inadequacy of our terms, this notion that you can cover one half of a problem by one great term "capital," the other half by the equally vague

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word "labor," without any attempt to analyze or reduce the process to its various functions and demonstrate their inter-relation, except by intelligence inter-dependence.

What I mean to say is that I think you are adding here something to the better understanding of the whole matter and it is good to have a commonwealth of industry held up before us in which no scape goats are allowed and in which the members do not go about knocking each other over the head, but really try to work together to accomplish the great object of supplying human needs.

Thank you for the book.

Very sincerely yours

Mr. Benjamin Javits
165 Broadway
New York City

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