

my *Murphy*
Book Introduction:

This is an attempt to trace the making of the industrial leader who in our present economic world in the United States represents the highest point that we have reached. In the last thirty years I have spent nearly half of my time with the study of contemporary business. These studies were taken up on my own initiative. They have come in succession as my interest, you can almost say hunches have dictated to me, and as I could find those who were willing to publish what I wanted to write. The first of these undertakings was the study of the History of Standard Oil. Next an attempt to trace the tariff as it developed in the years since the Civil War. The next a study of the efforts of our industrial leader, to develop a humane and cooperative practice and find principles, the beginnings of what we now call industrial relations.

I am always deeply interested in the leader in various developments. I have written my History of the Standard Oil Company around its founder and as clearly as I could tried to develop his particular creed which briefly was that business efficiency justified any means that presented itself, that is so far as he was concerned expediency ruled, not morals.

The efforts to correct the abuses which must arise in human undertakings when the moral nature of things is ~~been~~ ^{ignored} led to such legislative attempts, such as the inter-state commission, the Sherman Law. It was not until the early part the century, however, that an

industrial leader arose who boldly grappled with the ethical side of business and in spite of fears ~~of~~ strong opposition laid down an ethical code which briefly carried the following points. This was Elbert Gary and I made a study of Judge Gary's business life.

*all mine
there.*

The book was mistakenly called a Life of Judge Gary - this effort to impose on American business, a sound moral code, was described.

In 1914 there came into one of our great businesses a young lawyer - Owen D. Young - who had been specializing for some years on the confused and undeveloped laws which were regulating electric and water power developments; called into the greatest corporations, the General Electric, he began ~~at once to interest himself~~ in larger issues - industrial relations with corporations - the relation of the corporation to the public - to the Government and finally to the world at large.

In these experiences Mr. Young has developed a natural policy far broader, and in the writer's opinion sounder, than ~~what we had~~ worked out ~~his~~ the logical setting of Judge Gary in the development of the higher forms of American business.

*Attitude of use of mind -
Human relations*