

January 12, 1921

Mr. Morris L. Cooke,
1109 Finance Building,
Philadelphia, Pa.

Dear Mr. Cooke:

Thank you heartily for letting me
see Mr. Drury's report.

It is an excellent piece of reporting, and I think he has Mr. Schiller (whom I have just met) about right. My own impression is that the National Tube Co. is the most liberal and progressive in management methods of any of the steel corporation plants, excepting, perhaps, the Frick Coke & Coal and the Tennessee Iron and Coal. The Coke & Coal, however, may have changed since the death of its old president three or four years ago.

I shall be very interested to know what he gets out of Parney of the Tin Plate, whom I have seen more than many of the others. I doubt his being nearly as open minded as Schiller.

It seems to me that the wise thing to do now is for Drury to push ahead with the Corporation until he is convinced that he has got a thorough understanding of the various points of view, and particularly of their objections. Then a statement of this, clearly and candidly put, with his own comments on the objections, backed by the experience he has had in plants that have made the change, should be sent to Close, with a request that he have an opportunity to talk it over with him, and a suggestion that he (Drury) would like, if possible, to talk it over with Judge Gary.

I believe he would get his chance, and that the Judge would be interested. It might lead then to his being asked to a meeting of the Presidents. The thing that will get further with them than anything else is a reasonable attitude like Drury's, backed up by the full knowledge that he is acquiring.

I think it would be a mistake to do too much just now publicly. If Drury would prepare a catagorical list of the objections that he has found, discussing each point thoroughly on its merits, seeing how to meet their objections, ridiculing, as he could, many of them which are purely superstitious, he would break down what I think are their chief reasons for not going today on the 8-hour

(Mr. M.L.C. 2)

shift; i.e., first, their obstinacy; secondly, their pride, lest the public think that it is the unions that have overwhelmed them.

I am sending you back Drury's letter, and the Iron Age copies, as you requested.

Very sincerely yours,