

Leader

Crawford on Gary

Crawford definite on Gary - says that between 1901 and 1905 he was chairman of the Coke Committee and went often to New York offices, that his first realization that new policies were being inaugurated in the steel business was at the lunches of the Committee and the New York officers. Everybody came on, keen for pushing business and as Crawford says they were pushing it on the old Carnegie lines, based on the survival of the fittest, that was their one idea of doing business. His attention was first aroused when, one day, he heard Judge Gary say half laughingly, "I see that you men will take care of the Corporation - I propose henceforth to look out for the employees and the general public."

Crawford characterises Gary as possessing [#]sagacity, intelligence and patience. He says he is just and courageous. He has great knowledge of the motives of men." He is one of the most truthful men I have ever known. [#]He has been on the witness stand repeatedly in the past twenty years and never has contradicted himself, and that" Crawford adds "is more than can be said of some of the others - Schwab, for instance." (This should be verified)

He speaks of the broadening effect that Gary has had on everybody connected with him. He says Gary inaugurated the policy of selling so as to avoid peaks, trying to prevent prices ever going to a boom or falling to the bottom - controlling the market, not letting it run away, getting in this way a stabilizing effect in business. He thinks that they have worked out what he calls a regulated competition. [#]He says of their work for labor - the work in

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the TCI - that it is very interpretative of Judge Gary's ideas, but that what they have done there is not necessarily applicable in every case, they had to take their conditions and work up from that. He insists that they have been allowed the largest latitude in doing this, and that is where Gary's intelligence has been great. He has understood that in every situation the burdens must be fitted to the case. Incidentally there comes in more than one proof of this latitude given the presidents of the Company. For instance, when I spoke of "Pittsburgh plus" he said, "You know, we never applied Pittsburgh plus in the TCI, after the first six months." They had to develop the Southern market. He didn't think that could be done on Pittsburgh plus. The freight at that time was \$12 a ton. He said to his customers "We will waive \$9 of this freight, that is, give you \$9 of geographical advantage." This gave them only \$3 more than the basic Pittsburgh price. A little later he found that they could not afford so great a reduction and he called his chief customers in and told them that if they would give him - I think it was \$5 (?) more that he could continue. He said he expected opposition but they said, "We are glad to do it. Even then we are getting our steel \$7 cheaper than we otherwise could."