August 5, 1941

Dear Miss Tarbell:

You left me much indebted to you for your very gracious letter of July 28th, and also for sending to me a chapter of the early book that you had planned. Indeed, this material will be very halpful to me. I hope that I might keep this chapter until I am finished with my work on Senator Couzens.

Perhaps I should tell you that I immediately obtained copies of your autobiography and "New Ideals in Business." However, the effect of that was to cause my interest to stray from Senator Couzens to Ida M. Tarbell, and you must know how pleasurably disconcerting that can be to a biographer!

I hate to bother you further, but I find myself wondering if you continue to feel that Mr. Ford was as important in the management of the Ford Motor Company as you evidently believed in 1910 and in 1915. One of my problems is to determine how much of Mr. Ford was really Mr. Couzens. Specifically, I am trying to get at the truth in this regard with respect to the five-dollar-a-day episode, and I am a little dizzy over the many versions. Your version, in your manuscript, indicates that Mr. Ford was thinking socially at about the same velocity as Mr. Couzens, whereas I have been working on the theory that Mr. Couzens was definitely the pace-maker and perhaps did all of the social thinking with regard to wages. I am not trying to throw down Mr. Ford, but I am trying to get at the truth of the matter that has been quite obscured by a good deal of published nonsense, if not prevarication.

If you do have the time, I would appreciate your comments on this, not so much to quote you but to help me clarify my own mind.

With most cordial gratitude to you, and assurances of the highest esteem, I am

Sincerely,

Harry Barnard

Miss Ida M. Tarbell
R. F. D. 1
Bethel, Connecticut

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