

Gary

After the War:

1) It will be necessary to analyze the situation in which I found myself, that there was no professional connection, only my odd job of lecturing connection which seemed to be secure. I must go it along. And what had I to go on?

I was finishing up the first volume of The History of The Standard Oil Company - a piece of critical work showing what the division into separate countries had resulted in - what the War had done to oil, making it an international subject.

2) Ideals. The progress and changes within. And this should include Gary and here possibly the criticism that the Gary work brought on me. quote the *Tarbell* of Ida Tarbell from the world. The history is not from a dramatic point of view - the point of view of the country. It is the type of editorial which misleads. The truth was I had spoiled his *as a scape goat* Judge Gary was trying in his own way to enforce the code which I had been arguing in the History of the Standard Oil Company. Later I was to bring discredit on myself from those who did not believe in the profit system by a biographical study of Owen D. Young, one of the wisest men in my judgment we have had in industrial life. I was interested in Mr. Young primarily because he was bringing to industrial life the technique of settlement by negotiation. An example of what can be done was his work at Paris. Apply that to industry and you could put an end to what is now the most serious drawback to a peaceful co-operative industrial life and that is

the idea of organized labor that what must be accomplished must be done by Strike is war, is destructive to the industry. when labor realizes its position and that no greater harm can be done to its own interests than injuring

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that industry as a strike injures it, that first, last and always comes arbitration, arbitration, arbitration and it trains its people to arbitrate, serving the interest of the people.

That was Mr. Young's doctrine, along with other doctrines which interested me, but he belonged to the electric world where there were grave abuses and if one had been sufficiently on the inside you would find him always counselling corruption, warning against these abuses. The fact that he lived in the same industrial world as Insulin was reason enough why he should be condemned. Then, too, I had the disadvantage of bringing out that book on the eve of a campaign and many people were boosting Mr. Young without his consent and against protest as President of the United States. I never believed in him as a President. I believed in him as a great consultant, a great negotiator and one of the ^{arch} blindest blots in the present administration has been its refusal to use men like Young and Baker and Al Smith.

All of this kept me busy enough. I had a subject which commanded more or less attention and that was women, my old friend. It was to find out about her that I first decided to go on my own, to try to learn to write. I had been sadly disillusioned by my madam Roland. "The Business of Being a Woman", etc.

(The war brought me in/closer touch and now both as a journalist ^{as} and/a lecturer.) And how did I feel about it?

I must speak also in this chapter of Lincoln.

That is, I had after the war trapped me material to go on, a subject in which I was interested and on which I could