XIV

[Possibly a section of Making men at Ford's.

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× I find the sentence much better when "making" is left out.

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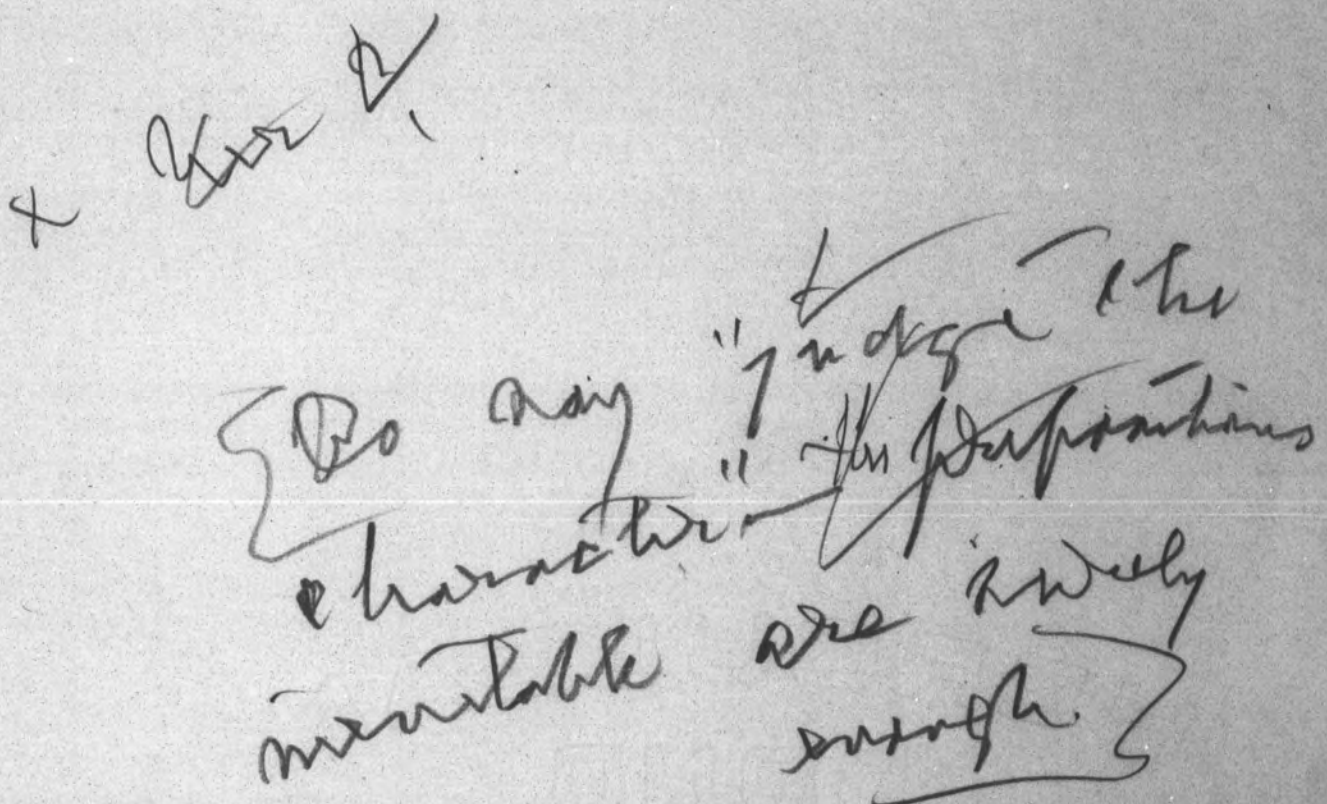

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Where I think, alas,
a proportion must go in
— in the training of etc

(+) Maybe you have what
you want, but make that
checked "and" a "that" & I
find the style much better
= Ever I fancy? "Visiting with
the family after the supper
dishes were cleared away
I managed etc
think that as much
better

~~+ Yes~~
+ You know what you meant to [illegible] there
is a typographical error [illegible]

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There was the greatest difference in the home-making ability, the training of women for it. The pride of the man who had a good housekeeper as a wife, a good cook, was great. I do not remember that a man ever asked me to come to his house unless he considered his wife a good housekeeper. I remember one so proud of his home and he took me all over it showing with delight how his Sunday clothes, his winter overcoat, the Sunday dress of his little girl, were hung on hangers with a calico curtain in front to keep them clean. His wife confided to me in talking things over that night that in her judgment the reason so many men drank was that the women did not know how to keep house.

It was visiting with the family after the supper dishes were cleared away that I managed to get at what was most important in their lives. After steady work it was the church. After the Priest the public school teacher was the most trusted friend of the household. In many places, however, I found her authority beginning to be divided with the company nurse for the company nurse was just being added to industrial staffs. Many of my reforming friends felt that in going into a factory and taking a salary a nurse was aligning herself with the evil intentions of the corporation, but working men unless dyed so deeply politically that they saw only the color of the dye did not feel that way. She helped them out in too many tight places. As to the relation of the workman to his union for often they belonged to a union, I concluded that in the average industrial

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community it was not unlike that of the average citizen to his political party and political boss.

Both the union and the employer seemed to me to be missing opportunities to help ~~these fine men~~ one another to understand the structure of industry, perhaps because they did not themselves understand it too well, or sunk their understanding in politics. Both union and employer depended upon one or another form of force when there was unrest, rather than education and arbitration. In doing this they weakened, perhaps in the end, destroyed that by which they all lived.

The most distressing thing in mills and factories seemed to me to be the atmosphere of suspicion which had accumulated in years of appeal to force. I felt it as soon as I went into certain plants - everybowy watching me, the guide, the boss, the men at the machines. ~~And neither side realized what they were doing was destroying themselves.~~

But to conclude that because of this suspicion, this lack of understanding, which keeps so many industries always on the verge of destruction, ~~was~~ there is no human contact between management and the men is not to know the world. I found that practically always the foreman or the boss, sometimes the big boss, that is the president, in an industry came up from the ranks. In various industrial towns I found the foreman's family or the superintendent's family living just around the corner and ~~that~~ his brother, perhaps his father, working in the mine or the mill. He had been one in the family who had been able to lift himself.

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+ rather than an
educating etc

+ realized that ✓

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Nor did it follow that there was bad blood between even a "big boss" and the head of a war-like union. I had been led to believe they did not speak in passing. For instance I had been led to believe that if Samuel Gompers and Judge Gary met they would probably fly at each others throat, but at the Washington Industrial Conference in 1919, standing in a corridor of the Pan-American Building, I saw the two approaching from different directions. They were going to pass close to me. I had a cold chill about what might happen. But what happened was that Mr. Gompers said, "Hello, Judge" in the friendliest tone and Judge Gary called cheerfully, "Hello, Sam." And that was all there was to it. Later when I was to see much of Judge Gary, trying to make out what the famous Gary code meant and how it was being applied, we talked more than once of Samuel Gompers and his technique. The Judge had great respect for him as a political opponent, as well he might.

It is hard to stop talking when I recall these four years, drifting up and down the country into factories and homes. The contract between old ways and new ways was always before me. Many a sad thing I saw. Nothing more disturbing than the strikes, for I managed to get on the outskirts of several to follow up the aftermath, and the aftermath was usually tragic.

There was the ghastly strike in certain fertilizer plants at Roosevelt down on the Jersey Coast. I followed it through to its unsatisfactory end. Rival labor and political bodies fought each other for days while the men with drawn and

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[Don't you mean "a big boss"? ~~You~~ have not just here ~~talked~~ of the "big boss"?]

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looking down on the plant, a plant then employing eighteen thousand men. At the first glimpse of his smiling face I was startled by the resemblence to the picture of ~~xxx~~ young Lincoln which had played such a part in the launching of the Lincoln articles in McClure's. It was a face of a poet and a philosopher, ~~xxx~~ as in the young Lincoln there was a young Emerson.

Talking with Henry Ford was great fun. He did the talking and it seemed not be addressed particularly to me but rather that he was trying to straighten out his thoughts. In reply to the question with which I had started off, "What is your theory about mass production?" he answered straightway,

"It is to give people everything they want and then some."

And then he went on to enlarge in a way I have never forgotten.

"There's no reason why everybody shouldn't if we manage it right, wasn't afraid of making too much of a good thing people want. Our business is to make things so cheap that everybody can buy 'em. Take these shears" and he picked up a handsome pair of large shears on his desk, "they sell for three or four dollars, I guess. No reason you couldn't get them down to ten cents. Yes, ten cents" he repeated as I gasped. "No reason at all. Best in the world, - so every little girl in the world could have a pair. There's more money in giving everybody things than keeping them dear so only a few can have them. I want our car so cheap that every workman in our shop can have one if he wants it. Make things everybody can have, that's what we want to do. And give 'em money enough. The trouble's been we didn't pay men enough. High wages pay. People do more work. We never thought we'd get back our $5.00 a day. Didn't think of it. Just thought that something was wrong that so many people were out of work and hadn't anything saved up and thought we ought to divide, but we got it all back right away. That means we can make the car cheaper, and give more men work. Of course when you're building and trying new things all the time you've got to have money, but you get it if you make men. I don't know that our scheme is best. It will take five years to try it out, but we are doing the best we can and changing when we strike a snag."

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and seemed not to address me particularly but rather as of the ~~the~~

+ them in keeping?

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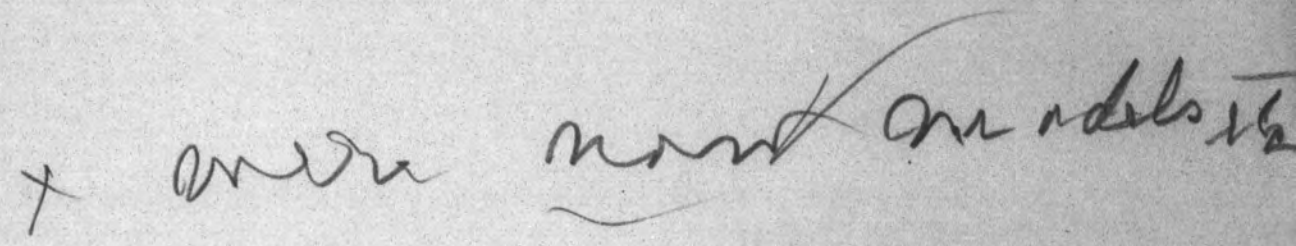

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But there was nothing soft about the experiments I had been following. Where they succeeded it was by following, unconsciously generally, the spirit of Taylor's stiff principles. Patient training, stern discipline, active co-operation alone produced safety, health, efficient workman, abundance of cheap honest output. I had faith in these things. They were the foundation of genuine social service. All desired goods followed them as they became part of the nation's habit of life, reaching down to its lowest depths.

Many of my reforming friends were shocked because the one and only reason most industrial leaders gave for their experiments was that it paid. Generally speaking the leaders were the kind who would have cut their tongues out before acknowledging that any other motive than profit influenced them. Certainly they sought dividends, but they believed stability, order, peace, progress, co-operation, were back of dividends. That industry which paid must as Mr. Ford said "make men." That the right thing paid was one of their most far-reaching demonstrations. Men had not believed it. They were proving the contrary, so in spite of the charge of many of my friends that I was going over to the enemy, joining the corporation lawyer and the company nurse I clung to the new ideals. What I never could make some of these friends see was that I had no quarrel with corporate business so long as it played fair. It was the unfairness I feared and despised. I had no quarrel with men of wealth if they could show performance

"any quarrel" goes so much more idiomatically to my ear.

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+ { if you say

"did not all that often this enemy" etc — why you will get out out a difficult pass in English without making savage of its grammar }

+ = { Leave out "their" all this sentence and a mess will be cleared up — the only antecedent of "their" being singular }

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