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Ellsworth - Zuberico

Young's Methods:

Y's. methods of getting at things impresses all these people. Note what Ellsworth says in his interview - Page 5 of when a matter was under discussion in the College Board. "This is what you mean"- or again, "Two questions are here - this is the first, is it not. Now we cannot do anything with the second until the first is decided."

That is he gets the relative position and the importance of matters. He knows that mixing them causes trouble. I take it from what Ellsworth says that they find this practice/^{of his}most valuable in Trustee meetings to which he comes regularly. They depend on him to analyse, evidently, and all of those I have talked with agree that the analysis is almost invariably in harmony with their own thinking, that is they see it as soon as he states it. Probably the manner of his stating it - impersonal, reflective, considerate, has no little to do with the acceptance. The thing that impresses Ellsworth in talking things over/^{is}that when some suggestion is made for additions, etc., Young's only idea is the/^{value of the}thing itself - that the matter of cost he takes up later; no question of it when the value/^{it}of/is under consideration.

+ also their veneration for him - can do no wrong - you can at W. H.