RAILWAY MANAGEMENT NOW A PRACTICAL MONARCHY.

NEW YORK SEAT OF POWER.

All the Great Systems Subject to Oneman Power, Which Is Exercised by Bankers in Their Offices in the Metropolis. -- Harriman and Gould Hardworking Autocrats .- Radical Changes.

Recently Edwin Haley, president of the Minneapolis and St. Louis and Iowa Central railroads, accompanied by his partner, F. H. Davis, treasurer, and vice president and treasurer, respectively, of the two roads just mentioned, went West to inspect these and other railroad properties in which they are either the trolling factors or are heavily interested.

Messrs, Hawley and Davis have con-

trolled the minneapolis and St. Louis and the Iowa Central for about five years, yet neither of these officials had inspected either property for at least two years. eir offices in New York, the meetings of the directors are held there, the dividends are declared in those office -in short, the properties are practically

nanaged from New York. Naturally, it will be asked how this can be done successfully. For many years both Mr. Hawley and Mr. Davis were closely associated with that great railroad builder and magnate, the late Collis P. Huntington. One of the striking gifts of Mr. Huntington was his ability to select competent associates and subordinates, and his willingness to trust them with important duties. He selected partment of the Southern Pacific Company. As long as Mr. Hawley held that position he was credited with being the greatest solicitor in the country.

When Mr. Hawley prospered, as he was bound to do, and came to own and direct railroads for himself, he adopted the tactics of his great chief. He had worked hard, and did not propose to have his time and strength taken with details and routine, nor even with frequent trips to the territory covered by the roads of which he was the head. Accordingly he selected for vice president and general manager the best man he could find for the place, a man eagerly sought for by not a few much larger systems. Mr. Hawley knew that he had a good man, and he made a long-time contract with him at a price that was prohibitive for even his stronger rivals. Mr. Hawley and Mr. Davis, with the assistance of the directors, have managed the finances of the properties very successfully, and have supervised the operation of the road in a general way, passing on all matters, of The vice president and gen eral manager has been the chief operat ing official-the man "on the ground.

These few facts suggest in a general way the radical difference in the management of railroads, particularly those in the West, that has taken place within the last few years. They pave the way also for showing how large a number of railroads whose lines do not come New York are practically directed from

men who had come up from the humblest positions in the service. They had their headquarters at a central point in the territory covered by their roads, and they spent most of the time on the scene of action. They were the operating and financing men combined.

shown, he had valuable railroad experibefore he began buying them for

As in the case of Mr. Hawley, these



en have their offices in New York and riman in many of the latter's railroad ful. He seems to have the entire rail- stant, that was different f'm any I ever direct their properties by means of the enterpretelegraph, long-distance telephone, and A su n the stock.

President of Many Roads.

It is safe to assert that few people among the general public have even an approximate idea of the large number of roads that are managed in the way already roughly outlined. In some cases a single New York banker is president of everal important Western properties whose lines may not extend farther East than Chicago.

Take, for instance, that little wizard Edward H. Harriman, who is contesting with that giant in the railroad world, James J. Hill, for his right to the control of the Northern Pacific Railroad Company. Soon after Mr. Harriman secured entrol of the Southern Pacific Company for the Union Pacific Railroad he was elected president of the former company. Control of the Southern Pacific carried with it control of the Pacific Mail Steamship Company. Charles H. Tweed, long one of the late Collis P. Huntington's most valuable associates and counselors was then president of the Pacific Mail Steamship Company. A little later resigned, and was succeeded by Mr. Harriman. Within the last twelve months Horace G. Burt has resigned as president or the Union Pacific Railroad, and he, alo was succeeded by Mr. Harriman, viously chairman of the board of directors of that company. Here is one man, essentially a banker—not primarily a railroad man—directing from his office in New York the affairs, not only of finance, but largely of operation, of a system of railroads covering, roughly, 16,-000 miles, and one of the most important steamship lines on the Pacific Ocean hav ng a large fleet of boats.

Naturally, the methods employed in this gigantic task will be of interest. In the first place, it may be stated that in he case of Mr. Harriman, as already inimated, he is president in fact as well as n name, and he is the actual head of every corporation with which his name is Of course, he does not do everything himself, although he does vastmore than any one not intimately ac quainted with him would imagine he has the physical strength to accomplish.

Able Corps of Assistants.

Nevertheless, he has a large and able orps of assistants. For instance, there is J. C. Stubbs, who is styled traffic director of the entire Harriman system this is an office less than two years old, and the Gould lines have the only other man filling a similar position. As his itle indicates, Mr. Stubbs has general direction of traffic matters on all the Harriman roads. Mr. Harriman has in troduced another new office, the occupant of which is known as director o ourchases. His title clearly suggests his duties in a broad way. Upon these two men devolve the highly important duties of getting and apportioning traffic among the different roads in the system and of tant past! Not so many years ago the presidents of Western railroads were men who had come unforced by the purchases of supplies, an item reaching into the millions every men who had come unforced by the purchases of supplies, and the system and of the purchases of supplies, and the purchases of supplies and the system and of the purchases of supplies.

Of course, Mr. Harriman has the usual list of associate officers, several secreta-ries and assistants of various kinds. He is the man at the helm, however, and nothing large or small escapes his watchful eye. Mr. Harriman has a strong de sire to have the reins in his hands and to Now we have bankers or men of some do the driving all the time. There he general railroad experience as presidents of the Western roads. Mr. Hawley is a front office in the southwest corner on the fourth floor of the Equitable Life Exchange, although, as already Building, 120 Broadway, with a map of his entire railroad system before him subordinate officers, secretaries, and clerks at a moment's call; telegraphic intruments clicking in an adjoining room. If the board of directors of any one of the numerous roads in the Harriman group adopts a measure the purport of is being done. On these trips he talks considerably to the newspaper men. He attendant is called and a message is the press in New York. over the wires instantly to Chi-Still another man in the same category with Mr. Harriman and Mr. Gould is stuyvesant Fish, president of the Illinois construction work on a certain line is to be stopped, it can be done inside of an hour.

Still another man in the same category with Mr. Harriman and Mr. Gould is Stuyvesant Fish, president of the Illinois Central Railroad. Mr. Fish belongs to a family of bankers and financiers, and was originally a banker himself. Still, From his office on the thirtmenth flows of From his office on the thirtmenth flows of From Mr. Fish of a Man Who Made a Rusiness of

But Mr. Harriman does not merely sit in his New York office and suggest to his directors the wisdom of issuing large affairs of one of the best railroad proporties in the Cantral West. While Mr. Fish does not maintain a private telegraph wire service with Chicago, the main office of the company in the West. When I was a young feller that you don't see nobody like 'cm now,' said Caleb Mix, the veteran bartender on main office of the company in the West. When I was a young feller that you don't see nobody like 'cm now,' said Caleb Mix, the veteran bartender on main office of the company in the West. When I was a young feller that you don't see nobody like 'cm now,' said Caleb Mix, the veteran bartender on the proposition of the proposition of the proposition of the proposition of the wisdom of issuing large affairs of one of the best railroad properties in the Central West. While Mr. Fish does not maintain a private teleproperties in the Calebago, the main office of the company in the West. When I was a young feller that you don't see nobody like 'cm now,' said Caleb Mix, the veteran bartender on the properties in the Central West. While Mr. Fish does not maintain a private teleproperties in the Central West. While Mr. Fish does not maintain a private teleproperties in the Central West. While Mr. Fish does not maintain a private teleproperties in the Central West. While Mr. Fish does not maintain a private teleproperties in the Central West. While Mr. Fish does not maintain a private teleproperties in the Central West. While Mr. Fish does not maintain a private teleproperties in the Central West. While Mr. Fish does not maintain a private teleproperties in the Central West. While Mr. Fish does not maintain a private teleproperties in the Central West. While Mr. Fish does not maintain a private teleproperties in the Central West. While Mr. Fish does not maintain a private teleproperties in the Central West. While Mr. Fish does not maintain a private teleproperties in the Central West. While Mr. Fish does not maint West. He makes frequent trips over his still be has a surprisingly intimate know-

Gould Also in New York.

who occupies a position in the try.

the mails. To the vice president and general manager is intrusted the direct operation of the property. The banker properties with which his name was operation of the property. The banker properties with which his name was presidents in the East sell the stock and prominently identified, and which constisquipment, &c., and the vice president-general manager gets the traffic to fill the cars and the money with which to pay interest on the bonds and dividends sumed direction of the railroads and his brother Edwin of the banks.

George Gould's name appears in the official rosters as president of more than half the roads in the present Gould system. He is the virtual president of them all, for nothing of importance is done by the other officials without first consulting Mr. Gould. His word is absolute law in every one of the Gould roads.

Like Mr. Harriman, Mr. Gould has his office in New York, and directs all his properties from that point. This base of operation is in the southwest corner on the fifth floor of the Western Union Building, 195 Broadway. Mr. Gould is not only surrounded by secretaries, associate officers, clerks and messengers, but every official and employe of the Gould companies in the building (and there are no other companies in the building) are subject to his call at a moment's notice to share in the work which he outlines As a matter of fact, much that might be termed his personal work is parceled out among the men already referred to. By this system it can be readily seen how he an accomplish a vast amount of work.

Growth of Gould System. The present Gould system of railroads s considerably longer than that left by Jay Gould, George having added to it materially. It now comprises approximately 15,000 miles of lines. Among the most mportant roads are the Missouri Pacific the Wabash, the St. Louis, Iron Mounain and Southern, the Texas and Pa eific, the St. Louis Southwestern, and the Denver and Rio Grande. Mr. Gould has private telegraph wires between his New York office and the principal centers ouched by the Gould roads, and is thu in direct communication with all his He not only directs the finances of these properties in a masterly fashion, but he has much to say and do the actual operation of them.

A. C. Bird, to whose office reference ha een made already, does the same for the Gould roads in the getting and distributng of traffic that J. C. Stubbs does for the Harriman lines. In Russell Harding, vice president and general manager of the Missouri Pacific, Mr. Gould had a valuable executive in the operating department. (Mr. Harding recently resigned to accept a similar position with the ew Cincinnati, Hamilton and Dayton ystem.) Joseph Ramsey, jr., president the Wabash and several other roads in the Gould group, is a man in whose ability Mr. Gould has the greatest conidence, and who is making an enviable second for himself. Both Mr. Ramsey nd Mr. Harding have their headquarters n St. Louis, but they are in New York often in conference with Mr. Gould. After all is said and done, the latter is the real head of all the roads bearing the

Mr. Gould is a tremendous worker. His fondness for polo and other active outdoor sports, however, keeps his phyique in prime condition. The coldest ays in winter his business suit is made medium-weight serge, and when he arives at his office, about 10 a. m., he ale nost invariably is in, a lively perspiration, and is carrying a lightweight top coat on his arm. Once inside his office he strips off undercoat and waistcoat and settles down to business immediately. During the coldest days in midwinte Mr. Gould may often be seen going to various offices in the Western Union Building in the same negligee style. He even presided at a meeting of the directors of one of the companies not long ago without coat or vest.

Gould's Frequent Trips.

Mr. Gould does not depend altogether on his representatives in the West to sarry out his orders. He goes over the ines often to see with his own eyes what rating officials in the West, a secretary has little to say to the representatives of

from his office on the thirteenth floor But Mr. Harriman does not merely sit the North American Trust Building, 135 pads—several trips every year. Re-nember that this man is primarily a over the Illinois Central system at a working railroad presidents in the coun-

railroad world very similar to that of He does not spend very much time in Mr. Harriman is George J. Gould, who is, it recling over the Illinois Central lines, in fact, closely associated with Mr. Har-but his grasp of his property is wonder-

enterprises.

A substantial part of the legacy which the late Jay Gould left his children was a writer on railroad matters ideas on which legacy which late Jay Gould left his children was a writer on railroad matters ideas on which legacy with most everything f'm what the others

No Leisure Till 7 p. in.

It is hardly necessary to say that Mr. Fish is an extremely busy man. A newspaper man who went to his office recentto see him was told by a friend there that a good time to see him would be about 7 o'clock in the evening. This may seem a gross exaggeration, but it is actually true that Mr. Fish may often be found hard at work at his office at that hour, even in summer. No man, busy or otherwise is more accessible than he when he can find a moment to see his callers. Once in his presence, it is even more difficult to get away than it was to et in. This great railroad chief will, of his own volition, chat most interestingly, not only of Illinois Central and railroad matters in general but of his farm at Garrisons and numerous other topics as

He is extremely plain in his tastes particularly in the matter of dress. The same is true of Mr. Harriman and George Gould. Mr. Fish's business dress is invariably a plain sack suit, coat, vest, and trousers, all of the same material. His neckwear and linen, while always neat in the extreme, are perfectly plain,

Mr. Harriman also wears a plain sack suit, a low turnover collar, and a small plain black bow. George Gould never appears in business hours in anything but plain sack suit, his favorite materials being blue or black serge. All three pieces of the suit are always of the same naterial—no figured waistcoats striped trousers. Nis neckwear is cor

Mr. Fish cares little for the gavety and ouventionalities of Newport, where Mrs. Fish is so prominent, but takes far more lelight in his farm at Garrisons-on-the-Hudson, of which he is wont to speak of-ten to his callers at the Illinois Central

Other Roads Similarly Ruled.

The great Rock Island system, since it bassed to the present management, has been directed chiefly from New York. L. F. Loree, when president of the Rock Island Company, had his headquarters in New York, and now Robert Mather, his has come here from Chicago to direct the properties. B. F. Yoakum until recently president, now chairman of the board of directors of the 'Frisco ystem is supposed to have his main of ce in St. Louis, but he spends more ime in New York than there. It is practically true that the Rock Island sys he largest in the worki, is in the hands f bankers, and is directed by them from Yew York, as are the Harriman, Gould and Illinois Central systems. With the exception of the Wabash, none of the nes of these systems comes nearer New York than Buffalo or Pittsburg, while lost of them do not extend east of Chi-, a thousand miles from New York.

with the exception of the Rock Island all the great railroad systems mentioned are specimens not only of the new style of railroading outlined, namely, the diection of a great Western railroad property by a banker from his New York of ce, but also of one-man power, both in he organization of the properties and their management.

Another example of the one-man-pow r regime is W. K. Venderbilt, head he large system of railroads bearing the name of his family. Mr. Verderbilt is president of only a few of the companies n the Venderbilt system, but he is the upreme authority in every company, evertheless. All matters of importance nust have his approval, and if he is broad he passes upon them by cable, if of sufficient importance, otherwise by As a matter of fact, because of his long trips abroad, Mr. Vanderbilt transacts more business from London. Paris and other European centers than from his office in the Grand Central sta ion in New York.

Another that might be mentioned in Southern Railway, Samuel Spencer, its president, has spent most of his time in New York, although the main office of the company is in Washington, D. t should be said in passing that Mr. life. marked success, having brought the pre-ferred stock up to the full 5 per cent

Finish of a Man Who Made a Business of

must be nigh fifty years since I begun jugglin' bottles on the old Creole Belle over the Illinois Central system at a —that was the first beat I worked on an a —that was the first beat I worked on An' things ain't no more like what they railread circles as one of the hardest working valued position and the hardest working valued position and the hardest was then nor a mule is like a mulberry tree. The times is different an' people is

"One thing you won't never come ecross again on the river boats is draw poker the way it was played them days, en' I don't never see nobody like nen 't uster make a business o' plavin' They was a hard lot, an' I ain't saythere's any great call for to have noody like 'em on the boats to-day; but they sure was interestin', an' when they traveled the beats like they did there was gen'ally some doin's aboard afore

"There's lots of 'em I c'n remember. that was all of a sort. devils, ready to risk their last dollar in a enough with their money at the same lime. They wa'n't no earthly good to ody but theirselves, an' monstrous ready to take a chance.

little to their ownselves.

most everything f'm what the had. I never right knowed whether you c'd call him a p'fessional gambler or not, but I never knowed him to do nothin

else but play poker. "He were a tall, dark chap, about forty years old when I first khowed him; years old when I first knocked him; ood into him. Some said 'twas more'n likely he had, bein' as he came f'm Vir ginny, an' they do say Injun is reckoned good blood up there. Mebbe 'tis. Likely there's different kinds of Injun, different places. Anyway, his name was Gwalt-ney, an' they said Gwaltney was a good

ame in Virginny.
"This un didn't do nothin' down in this part o' th' world for to make it no more llustrious. First off, he drinked some pin' desp'rate.

"Everybody drinked liquor them days, thouten 'twas some 't had money to drink wine constant; but this waltney, he drinked all the time. 'Peared like it didn't take no hold on him, neither, on'y to make him quiet an' uo lookin', which he were ugly enough ithout it.

"He warn't no great fighter, though Peared like he was satisfied if he et alone. I never seen him draw a knife but once, nor shoot but once in three or four years that he traveled the river. An when he did fight, he didn't 'pear to take no satisfaction into it, like a good many

"He just fired once, an' when he seen nis man drop he turned an' walked away An' when he drawed his knife an' the ther feller backed away f'm him, he ust laughed, sort of contemptuous like ' put it back in his boot.

"But it was poker I started to tell about. 'Peared like he played it different f'm most. There's them that plays for excitement, settin' into a game henever they gets a chance, an' playin' or big money all the time, but not c none too serious about the money, fur s anybody c'n see, whether they win or

"An' there's them that plays for fun, asual like, whenever it's handy, but not cookin' for it special, an' not 'pearin' to are whether there's a game goin' or not Then, o' course, there's p'fessionals that's l'ays watchin' out for a game, an' al' rs playin' for the money an' nothing se, makin' a business of it, cold blooded scientific, but not takin' no interest

"Well, Gwaltney wa'n't like none o' hese. 'Peared like he war like a man't pes out gunnin' for bear, 't don't take o notice o' nothin' else but bear. Mayhe'll see squirrels or pa'tridges or even er when he's out, an' not give 'em no otice. If he don't find bear, he'll come ome with his gun loaded, just like it as when he started out.

"That was Gwaltney. I've saw him travel f'm Memphis, plumb through to New Orleans, 'thouten ever touchin' a ard, an' I've saw him play two days an' three nights 'thouten leavin' the game

"It was this way. He wouldn't set in to no game on'y with p'fessionals. If he e'd get two or three of 'em together that'd play with him, he'd set in f'r any money they liked, an' he'd play right along, win or lose, till they'd quit, or emepin' 'd break up the game.
"But if anybody else 'd set in that

va'n't a p'fessional, it didn't make no difference how good a player he mought be, Gwaltney 'd drop o' the game in no time. 'Peared like he hadn't no use for sucker money. He al'ays had plenty of his own, wherever it come from, but he were keen as a hawk to win f'm a gam

"He didn't never say nothin' about it to nobody. 'Peared like he didn't never care nothin' about talkin' to nobody about nothin'. I never seen him talk to nobody five minutes at a time. Nor I never see him readin' nor doin' nothin' else but drink an' play poker.

"If there wa'n't no game on, he'd come into the bar ev'ry twenty minutes or so an' take a big drink all to his own cheek, an' walk out. An' he didn't never look like he'd ever had a drink afore in his

"He didn't have to tell nobody, though, for to be knowed for a man 't was lookin' for a p'fessional game. Them things is found out without tellin', an' 't wan't often 't he had to look long. Gamblers was thicker on the boats 'n crows in cornfield them days, an they was al'ays lookin' f'r a man as had money.

"Some on 'em got so they wouldn't play with him when they'd set in with him two or three times. When a mar plays poker for business he hain't no rel-When ish for playin' with a man 't he can' beat, an' they did say 't Gwaltney play ed the best game 't was ever saw river. An' he knowed all the tricks there

"He wa'n't never caught tryin' any on 'em, but he wouldn't stand for anybody else playin' 'em. He didn't never make no row about it, nor get ugly, but he'd sort o' grin an' call for new deek, or say somepin' carelesslike about the way things was goin', but he'd say it so's not to make the other man shoot, just to let him know 't he was on.

"The on'y time 't ever knowed him to look sort o' half way happy was he'd play some gambler to a standstill. an' have him quit the game broke, or back out altogether, an' say flat-footed as how he wildn't play no more with him. "Twa'n't necessary for him to give no reasons. Gwaltney knowed it was because the other feller war afraid of his game, an' that 'peared to give him some satisfaction.

"Stands to reason, though, that a man like him was goin' to find men that'd pizen most ways, but hearty an' free give him a run for his money. He wa'n't game, nor wa'n't the on'y one't were

tle to their ownselves.

"The queer thing about it to me was't he lasted as long as he did, stackin' up el with 'em an' play with 'em almost con- ag'in the best men there was on the river, year in an' year out, for the better part four years, but that's what he did

"It got to be talked about, natural, an' there was players f'm all over uster come aboard the boats to meet him, layin' for a game. He never had no pal, an' he never backed out of a game, but he never got much the worst of it till Charlie Bates an' his pal happened along late one fall an' got pickin' up suckers on the old

"They are said to be f'm up North somewheres, an' they sure was a quiet lookin' pair o' boys. Neither one on 'em wa'n't thirty years old, an' Bates were as innocent lookin' as a schoolmarm. But they got hold of a couple o' planters t m Mississippi an' done 'em up shameful inside of a hour.

"Gwaltney were lookin' on, an' he seen plain enough what they was. So just naturally he laid for them, an' bein' as they took him for another sucker, he didn't have to do no hard work for to get another game started with on'y three men into it, an' him one o' the three.

men into it, an' him one of the three.
"Well, they played all the way to
Vicksburg, an' Gwaltney dropped over
\$3,000 in the game. 'Peared like that
were all the money he had with him, an' ne had to stop off an' send for more, or somepin' like that, so him an' Bates an' nis pal parted there, but Gwaltney made em promise to let him know when they ome back.

"They wa'n't noways slow about that, natural enough, an' all's they did was to go down with the boat to New Oreans an' stay aboard for th' up-river Gwaltney was waitin' for 'em, an' the three on 'em was shut into a statecoom with cards an' chips afore the Creole Belle had took on the freight 't was waitin' on the levee.

"I was called into the room tol'able frequent for the next two days, bein' as Gwaltney was drinkin' right along same as usual, but Bates, he didn't drink nothin', an' his partner, Ferguson, on'y took a nip now an' again, same as most anybody. 'Peared like they was lookin' anybody. 'Peared like they was lookin' for Gwal'eney to get drunk, but he never turned a hair. On'y I c'd see f'm what little I did see, 't he were losin' again.
"Just naturally I watched out the best

I knowed for to see whether there was any crooked work, but if there was it nust ha' been the slickest kind for to get past Gwaltney, an' 'twa'n't likely 't I c'd spot it. Anyway, I didn't, but there va'n't no doubt as Bates an' Ferguson vas two o' the best players 't ever come lown the river. I seen that, an' I seen,

too, 't Gwaltney was gettin' rattled.
"Next thing I knowed the game broke up. Bates an' Ferguson went off to bed, an' Gwaliney come into the bar an' took a drink. Then he lit a cigar an' went out on deck, like he were goin' fer a

"A'ter that there wa'n't nothin' ever knowed of him. He was missed 'fore we got to a landin', but he wa'n't nowheres on the boat. Bates an' his pal traveled the river for a year or so more, till the war broke out, an' they went North, an' then I never heard no more on 'em.

"Years a'ter, I met a feller 't knowed Gwaltney up in Virginny, an' he said Gwaltney's father an' two brothers had all shot theirselves fer losin' all they had at cards, an' this here one had took an oath to make war on gamblers as long as he lived. He made a good fight of it while he lasted, but he'd bit off a tol'able oig mouthful when he tackled the ionals on the Mississippi."—Chi. Iinter-

"So Maude is happily married?" "Happily? I should say she is! Why the married a somnambulist, who gets up in his sleep every morning and builds

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