Evening Public Ledger

PUBLIC LEDGER COMPANY

CYRUS H. K. CURTIS, PRESIDENT
Charles H. Ludington, Vice President; John C. Martin, Secretary and Treasurer; Philip S. Collins, John B. Williams, John J. Spurgeon, Directors.

EDITORIAL BOARD:
CYRUS H. K. CURTIS, Chairman
DAVID E. SMILEY.....Editor
JOHN C. MARTIN....General Business Manager

Published daily at PUBLIC LEDGER Building
Independence Square, Philadelphia.
ATLANTIC CITY.....Press-Union Building
NEW YORK.....364 Madison Ave.
DETROIT.....701 Ford Building
ST. LOUIS.....1008 Fullerton Building
CHICAGO.....1302 Tribune Building

NEWS BUREAUS:
WASHINGTON BUREAU
N. E. Cor. Pennsylvania Ave. and 14th St.
NEW YORK BUREAU.....The Sun Building
LONDON BUREAU.....London Times

SUBSCRIPTION TERMS

The EVENING PUBLIC LEDGER is served to subscribers in Philadelphia and surrounding towns at the rate of twelve (12) cents per week, payable to the carrier.

By mail to points outside of Philadelphia, in the United States, Canada, or United States possessions, postage free, fifty (50) cents per month, six ($6) dollars per year, payable in advance.

To all foreign countries one ($1) dollar a month.

NOTICE—Subscribers wishing address changed must give old as well as new address.

BELL, 3000 WALNUT KEYSTONE, MAIN 3000

☞ Address all communications to Evening Public Ledger, Independence Square, Philadelphia.

Member of the Associated Press

THE ASSOCIATED PRESS is exclusively entitled to the use for republication of all news dispatches credited to it or not otherwise credited in this paper, and also the local news published therein.

All rights of republication of special dispatches herein are also reserved.

Philadelphia, Monday, September 13, 1920

A FOUR-YEAR PROGRAM FOR PHILADELPHIA

Things on which the people expect the new administration to concentrate its attention:

The Delaware river bridge.
A drydock big enough to accommodate the largest ships.
Development of the rapid transit system.
A convention hall.
A building for the Free Library.
An Art Museum.
Enlargement of the water supply.
Homes to accommodate the population.

A DIFFERENCE

IF YOU drive a motorcar with an open cut-out or if, driving an automobile muted, you sound a danger signal too insistently, you will be summoned by the police and fined. There is a way, however, by which it is possible to do these things and yet escape fines or punishment. Carry a gun in your motorcar and hold somebody up, and you will be safe.

This simple deduction is not inspired by any lack of appreciation for the work done by the traffic squad or the policemen on other posts. They are capable men who seem to do their best with poor facilities. They work under haphazard rules that are always changing. The city needs a standardized system of traffic control, such as might be formulated quickly by a commission of traffic engineers. It needs, too, some fast motorcars and good drivers in the service of the Police Department. These machines should be on regular patrol at night to eliminate motor yeggs, even if that work necessitated a few healthy machine guns mounted conveniently on the hoods.

There is a simple cause for motorcar banditry. A policeman on foot has small chances against armed thugs in a fast automobile.

PARKS THAT PLEASE

THE various city "squares" and open spaces under the control of the Fairmount Park Commission have, in the main, been taken care of so admirably that the Mayor's program for curbing this jurisdiction is somewhat surprising. Certainly the major squares in the "old town," Rittenhouse, Franklin, Independence and Washington, have not in years been so admirably kept as at the present time. Paris and Washington can boast of no prettier diminutive parks.

If the Council, at the Mayor's suggestion, sees fit to rearrange certain details of police authority in these recreation grounds, some needless confusion may be eliminated. But it is to be hoped that such action will not be a prelude to any sweeping change. Fairmount Park and its satellites in the built-up portions of the city are physically trim and successfully administered.

The operation of the park commission has the respect of the community, and the glades and greenswards of this otherwise rather monotonously constructed town are among its chief causes for legitimate pride. As matters now stand, a let-alone policy, if not too rigidly applied, commends itself to popular approval.

A SHEEP IN WOLF'S GUISE

WE MAY be said to be getting into the last lap of the national campaign. Mr. Harding has been accused of going too cautiously amid the new and stupendous issues created by the war and the war's aftermath. There are times when caution pays, and this is one of them.

Mr. Cox is not cautious. He speaks bravely of international affairs because he does not understand them. He is silent or evasive in the presence of every question related to issues that demand frank and explicit utterance. In "wet" territory, for example, Mr. Cox is a "wet." In "dry" territory he is a "dry." The delusion that the Democratic candidate will force a modification of the Volstead act has been carefully built up by his campaign managers in regions where they think it will do the most good.

The fact of the matter is that Cox is not a "wet." He knows that ultimate decisions relating to the prohibition act will be made by Congress and the general public. He has not said this in any speech. He will not say it. He prefers to talk of things that, being further away, may easily be discussed in picturesque generalities.

MUSIC AT ITS BEST

THAT the artistic enterprise of the Philadelphia Orchestra is fully consonant with its present gratifying financial vigor is indicated by the ambitious and interesting program outlined for the new season. Further details will, of course, be forthcoming when Mr. Stokowski returns from his first European visit since the outbreak of the world war.

Among the new offerings some may be confidently expected from Italy, which has of late experienced a healthy revival of purely instrumental music. Malipiero, who has already figured on Philadelphia Orchestra programs, has been hailed as a leader of an Italian reaction against opera. New symphonists are arising and the land of song is plainly competing for position with modern France in the orchestral field.

The movement is especially welcome since nothing can be expected at present from Russia, and inspiration in contemporary Germany is at low ebb. The older German masterpieces will, of course, be played this year, and it is not presumptious to forecast the revival of all-Wagner concerts.

Apart from Mr. Stokowski's discoveries several attractive newcomers will strengthen the already brilliant standard list of soloists. Cyril Scott, the noted English pianist and composer, will be a stellar feature. Home talent of conspicuous quality will be represented in Carlton Cooley, violinist and winner of the Stokowski medal last year, in addition to those gifted members of the orchestra who will be soloists. Among the major productions of the season will be the Beethoven ninth symphony, the Brahms requiem and the Mahler second symphony, all entailing the services of a chorus.

The pleasure which Philadelphia takes in one of the foremost orchestras of the world is certain to be intensified by the new season scheduled to begin on October 15. The restored Academy will also contribute its share toward the popular satisfaction.

PUTTING RESPONSIBILITY WHERE IT REALLY BELONGS

The Adoption of the Home Rule Amendment to the Constitution Will Stop the Practice of Passing the Buck to Harrisburg

CYRUS E. WOODS, secretary of the commonwealth, in obedience to the command of the constitution, is publishing in every county the text of six proposed amendments to that document adopted by the general assembly at its last session.

The constitution requires the publication of the text of proposed amendments adopted by one general assembly in order that the voters may give a mandate on the subject to the members of the next general assembly. If the amendments are ratified by two successive general assemblies then they are submitted directly to the voters for their approval.

The publication of the six proposed amendments in the newspapers of the state is for the information of the voters. But, notwithstanding the theory of the constitution, it is doubtful if any member of the general assembly will be elected or defeated because of his support of or opposition to any or all of the amendments. Nevertheless, it is prudent to assume that the voters are interested in propositions to change the fundamental law, for you never can tell when that interest will not become acute.

Four of the six proposed changes are of vital interest to Philadelphia. That one officially designated as Number 4A will, if adopted, pave the way for freeing this city from its dependence on Harrisburg. It changes Section 1 of Article XV of the constitution so as to read:

Section 1. Cities may be chartered whenever a majority of the electors of any town or borough having a population of at least ten thousand shall by vote at any general or municipal election in favor of the same. Cities, or cities of any particular class, may be given the right and power to frame and adopt their own charters and to exercise the powers and authority of local self-government, subject, however, to such restrictions, limitations and regulations as may be imposed by the Legislature. Laws also may be enacted affecting the organization and government of cities and boroughs, which shall become effective in any city or borough only when submitted to the electors thereof and approved by a majority of those voting thereon.

The incorporation of this amendment into the constitution would open the way to real home rule for all the cities of the state. It does not go so far as many advocates of municipal autonomy would like, and it stops short of the point reached in other states. It merely permits the Legislature to pass laws giving the cities the right to frame their own charters.

The Michigan constitution provides that "the Legislature shall provide by a general law for the incorporation of cities and by a general law for the incorporation of villages," and that "under such general laws the electors of each city and village shall have power and authority to frame, adopt and amend its charter and to amend any existing charter of the city or village heretofore granted."

This is an actual home rule provision. It leaves nothing to the discretion of the Legislature, save the limitations under which the cities may exercise their powers.

It is evident that Pennsylvania is not ready to go as far as Michigan or any of the other western states which have freed their cities from continual interference by the Legislatures. But it is a sign of progress when the general assembly can be induced to approve so mild and experimental a change as that embodied in the proposed amendment.

A careful reading of the text will show that the way is opened to making the experiment with any group of classified cities or with all, as the judgment of the legislators dictates. The language, "cities, or cities of any particular class, may be given the right and power to frame and adopt their own charters," leaves a very wide discretion to legislative judgment.

That there may be no doubt of the power of the Legislature to legislate for special classes of cities another amendment is proposed which declares that while the Legislature may divide counties, cities and school districts into not more than seven classes, laws relating to any class shall be deemed "general legislation" within the meaning of the constitution. The purpose of this is to nullify the existing prohibition against special legislation affecting cities and counties.

These two amendments ought to be passed by the next Legislature and then submitted to the voters at the next succeeding general election. And then the Legislature should pass a law giving to the first-class cities, at least, the right to do what they will with their charters.

When this is done the way will be open for the people of Philadelphia to put back into their charter those provisions which had to be eliminated in Harrisburg in order to secure the approval of the attorney general, provisions most carefully drafted by experts, but rejected because a man who is not an expert in municipal government could not see their pertinence. We shall have this power, for the permission to frame a charter inevitably carries with it the provision to amend it.

One of the other proposed changes in the constitution opens the way for the city of Philadelphia to "acquire by contract or condemnation the franchises and property of any company owning or operating transit facilities, or any part thereof, within its corporate limits, or the shares of stock of the corporation owning or operating the same, or any part thereof."

The adoption of this amendment, followed by the necessary legislation, would put the city in a position to solve the problem of the underlying companies if it chose to exercise the power conferred. There can be no objection to freeing the hands of the city. When it is enabled to do what it will with the transit companies then it must be decided in the light of existing circumstances what it wishes to do.

Another proposed change in the constitution provides for the consolidation of the numbered Courts of Common Pleas in Philadelphia and Allegheny counties into a single court in each county with a presiding judge, and for an increase in the number of judges by law from time to time as the business seems to warrant.

This change has been urged by lawyers for years. They will be gratified that it is in a fair way of being made within a year or two.

The home rule amendment, however, is the most vital, for it marks the beginning of a change in the policy of the state toward the cities. It is in line with the best thought on municipal government, which is based on the assumption that people in the cities are just as good as people in the country and can be trusted to manage their own affairs without undue interference.

MILITANCY REVIVED

VOTES have been achieved by women, yet it appears that the militants who march under the banners of Miss Alice Paul and Mrs. O. H. P. Belmont still feel that they must be tireless and sleepless in a holy war for further guarantees of equal rights. "The fight," cried Miss Paul at a meeting where it was decided to continue the National Woman's party as a thing apart, aggressive and exclusive, "is just begun!"

The fight for what? Militant leaders, who have begun to talk with the ardor of revivalists, do not say in explicit terms. The world had come to suppose that the fight had ended. But Miss Paul and her friends have a new set of grievances. They are unhappy because women were not appointed to membership in the Federal Coal Commission, because women have no seats on the Railway Labor Board and because men still continue to fill "all the high-salaried positions in public life." Are we, then, on the eve of an agitation for women senators, women representatives and a President whom the country would have to address as Her Excellency? Or have the militant suffragists been so long in the field that the prospect of peace and warm firesides is intolerable to them?

Life moves in cycles. Certainly the male of the human species cultivated habits of tyranny in the days of his undisputed political authority. But he has never ceased to be naive. He was never the power that he imagined himself to be. If he ever began a passionate agitation for equal rights on his own account women of all lands might have reasons for long regret. We can tell Miss Paul something. We can tell her why the President didn't ask women to serve on his various federal commissions. Work done or attempted by these boards is gruelling hard and thankless. It is wearing. Mr. Wilson did not ask women to serve because of the habit of mind that would make it impossible for him to ask a woman to change a flat tire or stoke a furnace. The feminine militants are not frank. If they yearn to share the rough work of the world they should say so explicitly. One may doubt that they want to share the stresses that men bear without complaint or questioning. Life, as we said a moment ago, moves in cycles. Biologists say that war is interminable beneath all the surfaces of existence. Here and there in the feminist world there appears to be a dawning desire for vengeance against that half of the human race which for a while was in some ways dominant. Once, it is said, in the very early twilight of creation, women ruled. Do they wish to rule again with the authority said to have been snatched from them at the beginning of things—to be magistrates, judges, senators, bosses, presidents, miners, public executioners?

If some such hope stirs in the mind of any feminist then there is trouble ahead for the ladies. For they may lose heavily, even while they appear to win. They will lose the numberless advantages that have been theirs through all generations as the unquestioned rulers of a subject world of men. The subjects of women do their fighting for them and bear the wounds. They go out and hunt food and dig coal and bring back the fruits of their labors in all the various forms that range between food and diamonds. Like the serfs of old, they must not sit while any representative of the ruling class stands. They get out and get under while their rulers gaze in royal abstraction at the landscape. They take the blows, pay the bills, run the locomotives and dig in the mines. Do Miss Paul and Mrs. Belmont intend to picket and demonstrate some more for the right to share these labors?

When the suffrage amendment was passed women were accorded recognition that was their right. It was a formal sort of recognition. They were given an instrument with which they may work out all their purposes, and yet they were not asked to share the routine hardships of political responsibility. More could not well be asked. And, besides, if ever there was a dominant sex that sex was feminine. The cruder mind of the male has always manifested a sort of pride in its chains. If women are wise they will not try further to change a condition that, as it stands, is almost wholly to their advantage. If the National Woman's party continues to wage the "war" of which Miss Paul speaks it will not fight upward. It will fight downward to a place amid the obedient slaves of the sex it represents—down to levels from which, in the future, it may not easily escape.

THE OLYMPIANS KICK

IT IS idle to deny that the showing made by Americans in the Olympic games was in some ways disappointing. The return of the teams and the statement issued in behalf of the athletes by Earl Eby, Penn runner, may explain the failure of some of our men to live up fully to the hopes of the country and the expectations of their friends. "We were eighteen days in the hold of a ship," said Eby, "and we lived on poor food and in inadequate quarters while we were abroad. The men had no opportunity for exercise on the way over. No wonder some of them got slow and fat."

Newspaper readers will remember the wireless reports of a strike of the athletes declared a few days after their ship had left New York because of poor food and poorer quarters. What is to be said of the committee in charge of the Americans? By what rule of reasoning can it be made to appear that athletes trained to a hair for competition in the world's greatest contests, can safely be shipped about the world in quarters of the sort usually reserved for animals. Here is a lead for a sure-enough muckraker who wants to do some good.

A WASTEFUL MOTOR RULE

FROM the extreme of allowing motorists to do pretty much as they pleased, the police now seem in danger of going to the opposite extreme of enforcing new rules and regulations in such an obnoxious manner that the use of motorcars in the city may soon be intolerably discouraged.

The latest idea requiring that front and rear lights be kept burning even when cars are parked together in rows, end to end, or side by side, along the streets, oftentimes under the full glare of street arc-lights, is absurd; and can be helpful only to the battery-charging stations, by increasing their business.

Leaving cars standing along the streets in dark places without lights certainly was wrong. But to overcome this abuse it surely ought not to have been necessary to apply a rule universally even where the streets were plainly lighted.

Only a blind man could fail to see a car standing by the curb under a street lamp or in front of stores where shop windows are lighted, as in many of the outlying shopping centers where cars are parked by shoppers or patrons of the movies.

The rule should be modified because it can only result in waste of battery current and useless expense to car owners.

DON'T NEED PLUMB PLAN

Expert Tells How Employes May Own Railroads Without Governmental Disturbance

EMINENT economists have from time to time suggested many plans for the elimination of differences between capital and labor, and many employers, actuated by sentiments not, perhaps, wholly altruistic, for contented workmen mean more efficient workmen, have tried them out. Working conditions have been improved; means have been sought to bring about a return of the personal touch common between employer and employe before business grew to its present enormous proportions; profit-sharing has een triebd out, and, here and there, this last has been carried to its logical conclusion—shareholding. Several Philadelphia firms, including the Stetson Hat Co., encourage their employes to hold stock.

Approaching the matter from a slightly different angle, President Mitten, of the P. R. T., urged employes to start a saving fund, which they did, and the money they have accumulated now runs into millions. The good feeling existing between employers and employes in this concern recently evidenced itself in a striking manner, as all Philadelphians remember.

Now both shareholding and saving have a distinct bearing on the suggestion made by a writer in the current issue of the Railway Age. That the wage problem solves itself when the wage-earner becomes also a wage-payer is a delightfully simple economic pronouncement which has never been presented more entertainingly than in the article here appended.

"WHY do not the railway employes buy the railroads of the United States?" asks the Railway Age. "The propaganda for the Plumb railroad plan, which is but a part of the Bolshevistic crusade for the destruction of 'capitalism' and the establishment of the political and economic rule of the proletariat, still goes on. If the employes of railways, coal mines and other industries really believe that those who own them derive immense profits from exploiting their employes, why do not the workers buy the industries in which they are employed and get the profits for themselves?

"This question has been given increased pertinency," continues the Railway Age, "by the advances in the wages of railway employes which recently have been made. The wages now being paid to them amount to about $3,000,000,000 a year. The advances in their wages granted in the recent award of the Railroad Labor Board amount to $625,000,000 a year. They easily could and should save this part of their annual incomes. Why do they not do this and adopt, say, a co-operative plan, through their labor organizations or otherwise, for acquiring the ownership of the railroads? They could easily save enough money to do this.

"THE total par value of railroad stocks outstanding in the hands of the public on December 31, 1917, as reported by the Interstate Commerce Commission, was $6,583,000,000. The saving by the railway employes of the recent advance in their wages would give them $625,000,000 annually for investment. On this basis, if they bought at par they could, by investing all their savings and their dividends on their savings in railway stocks, become owners of $3,490,000,000, or a substantial majority of all the stock outstanding within five years.

"But they would not have to pay par. The average price at which the stocks of twenty-five large railroad systems were bought and sold in the open market last week was $58.50. Taking this as the average market price at present of the railway stocks outstanding, all the stock could be bought for $3,851,000,000, and one-half of it, or enough to give absolute control, could be bought for $1,926,000,000. On this basis the railway employes, by saving and investing their recent increase in wages in railroad stocks, could acquire ownership of a majority of the stock of all the railroads within three years.

"IF THE co-operative organization which we have suggested the employes might form did not wish to invest in the stocks of all the railways simultaneously, it could acquire first one railway and then another. The combined outstanding stocks of the New York Central and the Pennsylvania in the East, and the Atchison, Topeka & Santa Fe and the Union Pacific in the West amount to less than $1,417,000,000. If the employes desired to acquire control first of the ownership and management of only these four great properties they could buy a majority of the stocks of all of them at par with their recent increase in wages in fourteen months.

"The financial power of the employes of the railways would be enormous if they would but save a comparatively small part of their wages and invest them in securities. The same thing is true of the workers in all other lines of industry. Why should they carry on propaganda to get the public to tax itself to buy and turn over to working men the management of the industries in which they are engaged when it would be easily within the power of the working men to acquire both the ownership and management of all the industries they are engaged in if they would only practice the thrift in their expenditures upon which has been originally found the fortune of every man who ever advanced from wage-earner to capitalist, or from farmhand to farmer? If the opportunities for profit are so great and working men are so sure that their management of industry would be more efficient than that of the capitalists, they should feel sure that if they saved their money and bought the capitalists out they would have just as good a chance of making large profits in the future as the capitalists would have.

"NEVER was there a time in the history of the United States when the wages of railway employes and other workers were so large in proportion to the prices of railway and other securities as they are now. Never, therefore, were conditions so favorable for the workers to acquire financial control of the industries in which they work and show how well they could manage them.

"Of one thing we warn the workers now, however. This is, that if they do save their wages and invest as suggested, they will soon find that the difficulty of making profits in business and the ease of incurring losses are much greater than they would ever suspect from reading the literature of the Plumb Plan League and other Bolshevistic organizations."

The two soldiers who were assigned to guard Grover Bergdoll were swiftly acquitted at a court-martial. That is as it ought to be. It wouldn't be pleasant to see enlisted men with clean records of many years in the army subjected to punishment while the people who jobbed them escaped.

You have to put two and two together nowadays to get at the truth. Six months ago Emma Goldman sent secretly to this country a scathing denouncement of the Russian Bolshevist regime. And now the cables tell us that on her arrival in Russia Miss Goldman was promptly put to work in a railway repair gang.

The Senate committee cannot be blamed for refusing to call Mr. Cox. The Democratic candidate would like nothing better than an opportunity to make a speech in Washington, where all the reporters would gather to listen.

Considering the prospects, it doesn't seem to make a great deal of difference how Governor Cox answers those three questions concerning what he would do as President.

Inquiring when the P. R. T. lines start, Mayor Moore simply echoes the indignation-burning question of the rush hours.

In the political movie, as in any other, correct registration is indispensable. Tomorrow's another day.

"LEMME LISTEN!"

NOW, MY IDEA IS THIS!

Daily Talks With Thinking Philadelphians on Subjects They Know Best

MATTHEW C. BRUSH
On Qualities for Leadership

COURAGE, willingness to shoulder responsibility and a feeling of confidence in himself are the prime qualities for a successful leadership as seen by Matthew C. Brush, president of the American International Shipbuilding Corporation, which made such a wonderful record at Hog Island during the war. Ability to co-ordinate with his subordinates and to secure teamwork by making them feel that they are an important and respected part of the general machine are other important requisites that he names.

"The greatest single requisite, in my opinion, for a man to be a leader," declared Mr. Brush, "is the willingness on his part to take responsibility and to have confidence in his judgment. He must, above all things, be able to handle men successfully, and to do this he must have the power and faculty of compelling their confidence in him.

"Successful leadership consists today in perfect teamwork, and the most successful leader is he who can, with the power of analysis of men, surround himself with an organization where there is, between himself and his associates, a perfect exchange of ideas, comments and suggestions, with the ability on his part of inviting free and frank discussion or criticism by the members of his team and then arriving at a decision which the entire team will undertake to carry to a successful issue.

"No one man can by himself be a successful chief executive of a large institution. He must pick men for their respective duties who themselves will create in their divisions a subdivision of the team and who must have the confidence of their subordinates as he has the confidence of his chief executives.

"He must pick men who are not afraid of responsibility and who have for him not only tremendous respect and confidence in his judgment, but who hold for him also a feeling of affection. He must be able to create an atmosphere of close, intimate association, where the men are not only not afraid or reluctant to come to him, but feel free to discuss any matters with him—frankly expressing their opinion and intensely and earnestly carrying out his decisions.

Must Know What to Do

"He must have for his team men who are big enough, strong enough, loyal enough, able enough and earnest enough to tackle their problems with the ultimate good of the team as a whole as their goal. He must pick men who work together, who do not think they know it all, and who are willing at all times to take counsel and advice from their associates and subordinates. Above all things, he must pick men who run their jobs and who come to him with definite, crisp, constructive, well thought out and well explained matters of importance, and under no circumstances at any time ever come to him and ask what they shall do without a definite idea of their own of what should be done.

"Leadership today in any large institution requires intense application, complete control of one's feelings, the power of analysis of individuals and, above all, the power to make the members of his team feel at such ease and feel in such a way toward him that they are thoroughly comfortable and frank in their discussion of problems with which they are confronted.

"The greatest leader of men would be he who could succeed without having to issue instructions or orders, but who, in general discussion with the members of his team as to policy and procedure, could convey to his men the general scheme of operation, as well as the specific result to be obtained, and then have the respective members of the team carry out the scheme according to their best judgment, coming to him for advice, counsel or help.

"In other words, the successful leader is he who puts himself in a position of endeavoring to help his heads of divisions and his heads of departments run their jobs instead of their helping him to run his job.

"I have in mind very clearly an instance of my own experience, where my predecessor had so impressed his subordinates with their subserviency that in my first interview with one of them he spent all his time, all his thought and all his energy thinking on how he should act in the office and conduct himself to show proper respect to a superior officer, and how he could say things which would most please me, with the result that he had left no thought, time or energy for consideration of the question we were discussing. It took me months to untrain this man so that he would come into the office as a coworker and not as a slave.

Develop Resourcefulness

"A member of the team can give intimate, close, cordial, even friendly relations with the leader and still not break down any attitude of respect or courtesy. The same spirit of gentlemanliness should exist between the leader and his men in an office as would exist in his club or home. The leader holds it entirely within his power to compel such an association by his poise, attitude and courtesy and in the choice of his men.

"The resourcefulness of men is amazing when once they are made to feel they are an integral part of a machine of which the leader is the head, and when they then tackle their problems they do so with that extra 10-per-cent of ability, energy and earnestness of purpose, which money cannot buy and which can only be secured by the leader himself being the right type.

"A big leader must, to carry out the above principles, select men who are 'go-getters.' He must select men who when assigned to a duty are given instructions as to the result to be obtained, and who, with all the benefit of the judgment of their chief and their associates, go out and tackle their task, and, as we say, 'go get what they are after.' You cannot buy with money that kind of service, but by all means do not fail to recognize it as far as is possible with proper compensation.

"I cannot possibly too strongly emphasize the importance of a leader always being a gentleman and recognizing the importance of courtesy. Merely because one man happens to be a leader and another man the subordinate is no reason why the chief should not show him the same consideration and courtesy that he would to a stranger coming into the office.

"We all know that in a football game today individual star play does not win the game, but the team that has a captain who, in the first place, knows how to play football himself and who does not ask his men to do things which he himself is afraid to do, who has every member of the team not only loyal to him but actually love him, who shows no favoritism toward individual members of the team and who realizes that there is plenty of credit and glory for each member in the success of the team as a whole, is the team that wins the game.

"In every respect is this equally true of a successful industry or public utility institution.

"The greatest man, in my opinion, that the United States has produced, from the standpoint of leadership, was the late Andrew Carnegie. Run over in your mind Carnegie's original thirty partners, composed of such men as Charles M. Schwab, William S. Corey, H. C. Frick, A. C. Dinkey, A. R. Peacock, L. C. Phipps, James Galey, Thomas Morrison, P. T. Berg, H. P. Bope, Joseph E. Schwab, Daniel Clemenson, Homer J. Lindsay, A. C. Case, James Scott, Captain L. T. Brown, E. F. Wood, James Hunter and E. A. Hunt. It is interesting to note that he was 100 per cent perfect in this capacity, for every single one of these original men he selected as young men to act as chiefs of his various mills, has been successful to the nth degree in respect to worldly goods, popularity in the eyes of the world, and last, but by no means least, in being big, human men.

"When a man like Mr. Schwab, who was a member of Mr. Carnegie's team, says forty years after his association with Mr. Carnegie, 'No man has had a greater influence on my life than Mr. Carnegie,' that is evidence that the leader was a 100-per-cent leader."

What Do You Know?

QUIZ

1. What is the literal meaning of pianoforte?
2. Who was Molly Pitcher in American history?
3. When did the great strike in the steel plants of Homestead, Pa., occur?
4. What city was the birthplace of St. Paul?
5. What is the important word missing in the common expression "A miss is as good as a mile"?
6. What is the present name of the royal house of Great Britain?
7. Who wrote the novel "The Man Who Laughs"?
8. How many persons survived the terrible eruption of Mount Pelee at St. Pierre, in the West Indies?
9. Who was Claude Lorraine?
10. What is the origin of the melody of "Home, Sweet Home"?

Answers to Saturday's Quiz

1. In the expression "case-hardened," meaning impenetrable to all sense of honor and shame, the allusion is to iron toughened by carbonizing the surface in contact with charcoal in a case or closed box. This is done by heat.
2. The Ligurian coast extends along the Gulf of Genoa, in northwest Italy.
3. The constitution of the United States provides that the states, regardless of size, shall have equal representation in the Senate, in order to relieve the original fears of the small states that their entrance into the union would result in political domination by the larger commonwealths.
4. Elias Howe invented the sewing machine.
5. Henry VIII of England married six times.
6. In the first Balkan war of 1912-13 Bulgaria, Serbia, Greece and Montenegro were ranged against Serbia. In the second war of 1913 Serbia, Greece and Montenegro took up arms against Bulgaria and were joined by Roumania.
7. In the classic version of the "Cinderella" story, written by Perrault, the slippers of the heroine were of "vair," French for fur. The pronunciation of "vair" is exactly like that of "verre," meaning glass. Hence the confusion arose, as a result of which "Cinderella" in the English tale wears glass slippers.
8. La Salle was the first white man to explore the Mississippi from its upper reaches to its mouth. He arrived at the Gulf of Mexico in 1682.
9. South Carolina was the first southern state to secede from the Union.
10. The original meaning of the word cotillion is petticoat, such as worn by French peasants.

SHORT CUTS

"Ouch!" said Camden hooch.

What has become of the third party?

The next step will be to take the magistrates out of politics.

True to type, the liquor sellers continue to work for their own annihilation.

What Italy needs geographically and economically is a return to normalcy.

No politician, apparently, ever bites off more than he can chew the rag about.

The Bergdoll guards having been acquitted, search should be made for the man higher up.

The red flags Italian revolutionaries are flying have not the patriotic significance of the red shirts of Garibaldi.

The demotion of General Barnett seems to suggest that woman didn't need the vote to get into politics.

Reports from the South give cheerful indication that the eighteenth amendment has not affected the cotton gin.

What the prohibition enforcement fishermen ought to do is to lay off the minnows and bait for the whales.

The Crank appears to have demonstrated that a good liar can always keep one lap ahead of the Third Degree.

The young woman who quizzed the chief justice on the street in Washington was evidently a believer in direct action.

It seems a sad waste of money to go to Paris to excite oneself to death when one can be run down by an automobile at home.

What Governor Cox appears to have demonstrated is that there are thousands of Republicans willing to help their candidate win.

Woman vote or no woman vote, woman's first hunt in the newspaper will continue to be not the political page but the department store ad.

If Doctor Foster wanted to go to Gloucester nowadays he would become an advocate of a bridge, for the Delaware is too deep a puddle to get out of.

Somehow or other we are not in a position to pat ourselves on the back for helping France by snapping up her bonds. Eight per cent is a high rate of interest to charge a friend.

A New York judge has announced that henceforth all convicted hold-up men will be given the maximum sentence of twenty years in the penitentiary. A similar announcement in Philadelphia might lessen the evil here.

The good psychological effect of a campaign fund is that the men who put up the cash or work for it are likely to vote the ticket in order to make their expenditure of time and money worth while.

The reduction in the price of woolen goods is but a step on an economic road which must inevitably have some rough corners for the consumer who now rejoices. But sufficient for the day is the deflation thereof.

The greatest enemy to the republic is class consciousness. The disease is not yet epidemic. Labor has shown alarming symptoms. There are unfortunately a large number of sporadic cases apart from labor. The remedy is clean living and plain thinking. Or plain living and clean thinking.

What particular reason is there for supposing that now the women have the vote, they will demand of the Legislature a law making obligatory the payment of a substantial poll tax? Of course, it is conceivable that they might be intrigued (lovely word!) by a $4.98 poll tax marked down from $5.

The Interstate Commerce Commission today begins an investigation of New York's Public Service Commission's refusal to allow railroads to increase intrastate rates to place them on a parity with interstate rates. New York will probably learn as Texas learned in a similar case, and as the whole country learned in the discussion of the eighteenth amendment, that the old idea of state rights is as dead as a doornail. A state has no rights that run counter to the will of the nation at large.

Chesapeake bay fishermen, says a Washington dispatch, are making the biggest hauls on record, being aided thereto by seaplanes that spot the fish and communicate to the fishing fleets by radio. Presumably the government is taking wise cognizance of the tons of bunkers, alewives or menhaden and other fish being used as fertilizer; has investigated rumors that food fish are thrown back in the sea, dead, so as not to affect the market, and is satisfied that there is no danger of future famine because of present record hauls.