

AMERICAN ARABIAN NIGHTS

Stories of How Carnegie Selected His Lieutenants.

Andrew Carnegie recently bluntly asked the question: "What influenced you most in the selection of your lieutenants in the steel industry?"

"Apparently trivial incidents," was the reply.

Then, after a moment's pause, he added, by way of explanation: "I watched young men with whom I came in contact, and whenever I ran across one who, all unconsciously, by some small action or word uttered in ordinary conversation, made me feel that he had the qualities demanded in my business, I gave him a chance to prove that he really had them. And when he did, then he became one of my lieutenants, and in return for his assistance I endeavored to let him have a fair share in the profits of my business."

This, in brief, is the story of the selection and making of the so-called Carnegie group of millionaires.

Charles M. Schwab is one of these men. James Gayley, vice president of the United States Steel corporation, is another. Thomas Lynch, successor of H. C. Frick at the head of the world's largest coke company, is a third. Mr. Frick himself a fourth, and William E. Corey, the youthful president of the Carnegie company, a fifth. Then there are H. P. Hope, Daniel M. Clemson, A. R. Peacock, F. T. F. Lovejoy, W. W. Blackburn and Thomas Morrison, in Carnegie's group. Mr. Carnegie's selection of his lieutenants was not a matter of chance, but a matter of careful selection. He was looking for men who had the qualities demanded in his business, and he was not afraid to give them a chance to prove that they really had them.

The incident that led Mr. Carnegie to select A. R. Peacock, formerly holding the important post of purchasing agent of the Carnegie properties, as a lieutenant, is typical of the manner in which the majority of the members of the famous group were picked out. Mr. Peacock owes his millions to a remark that his last employer liked.

Twelve years ago Mr. Peacock was salesman for a new York decorating house. At that time Mr. Carnegie arrived in the metropolis to see about some decorating he wanted done in the Fifth avenue mansion he recently deeded for the more magnificent one further up the avenue. He asked the firm that had Mr. Peacock in its employ to send him samples of wall paper, and Mr. Peacock was assigned to take them. The salesman's manner of displaying the samples and conducting business so favorably impressed the prospective customer that a few days later when he wanted to inspect more samples of wall paper he expressly requested that Mr. Peacock be sent with them. His second talk with the salesman pleased Mr. Carnegie more than the first, and just as Mr. Peacock was leaving the millionaire said, apropos of nothing that had gone before:

"Young man, you will be rich some day."

Mr. Carnegie's reply all but took away his hearer's breath:

"I'll take you at your word. Go to your employers, resign at once and come with me."

Mr. Peacock did as he was bid, and, judging by results, he gave Mr. Carnegie a liberal discount in work, for his earnings are conservatively estimated at \$1,000,000.

H. C. Frick not long ago named Mr. Peacock as one of the 80 men in Pittsburgh who are worth this sum and over. He has recently moved into a new house which cost \$1,000,000, and is said to contain the finest interior woodwork of any private residence in America.

Daniel M. Clemson is another of these fortunate two-score men. He got the good will of Mr. Carnegie, and, ergo, his millions, because he could show a horse well and wasn't afraid to work. Mr. Clemson was born on a farm in Central Pennsylvania. When he was 9 years old he was apprenticed to a blacksmith. The recompense was all that he could get and an occasional suit of hosiery. He blossomed out as an accomplished "smithy" on his 19th birthday. As his pay was still his board he went out into the world to seek his fortune.

He drifted to one of the Carnegie mines.

"What can you do?" asked the superintendent.

Mr. Clemson shod horses so well and so many in a day that when Mr. Carnegie was inspecting the mine, the superintendent said:

"That fellow shoeing horses over there is the fastest and best man in the shop. He's not afraid of work either; he'll work all day and all night, if necessary."

"Give him a chance in the mechanical department," ordered Mr. Carnegie.

Mr. Clemson soon had charge of all the mining machinery. Next he became the mine superintendent. In 1885 he was transferred to Pittsburgh. Now he has charge of the 116 river and lake vessels owned by the steel trust, and is head of a natural gas company which has under lease 98,000 acres, operates 136 wells and produces 40,000,000 cubic feet of gas each day in the year. He still lacks a year of being 50. Like the great majority of Pittsburgh men of money, he is comparatively young.

Andrew M. Moreland, former secretary of the Carnegie company, owes his present financial position to his ability to send and receive telegraph messages with lightning-like rapidity and unerring accuracy. This accomplishment softened Mr. Carnegie's heart towards him, for Mr. Carnegie, himself a splendid telegrapher, thoroughly appreciates one. Therefore, Mr. Moreland did not long remain an operator on the private lines connecting the Carnegie plants with one another and all with the New York office of the great iron master. First thing he knew he was rising rapidly in the steel business.

Like Mr. Moreland, W. W. Blackburn, the present secretary and treasurer of the Carnegie company, and also second vice president of the Carnegie steel company, started in and attracted attention without the aid of outside influence. Mr. Blackburn had been a clerk in a country store in Central Pennsylvania before he went to the Carnegie mills, and there he had picked up a knowledge of business principles that shortly enabled his new employer to see evidences of splendid business acumen in him. After that this poor boy of a poor farmer went forward gradually and when Mr. Moreland resigned the secretaryship of the Carnegie company, he succeeded to the position. He and Mr. Moreland can truthfully be called boy millionaires, for each is still on the shady side of middle age.

Like the rest of Carnegie's lieutenants, these two ambitious employees had to work hard to keep the good will of their employer and get a share of the profits. How closely the Carnegie group was kept down to business is shown by the following incident:

Mr. Moreland, when auditor of the company, was summoned to New York to consult with his commercial master.

At dinner Mr. Carnegie set wine before him.

"No, thank you, I don't drink," said Mr. Moreland.

Later on Mr. Carnegie brought out two cigars.

"No, thank you, I don't smoke," said Mr. Moreland.

Still later in the evening Mr. Carnegie proposed a game of cards.

Mr. Carnegie looked at his guest.

"Tell me why you don't do any of these things?" he dryly requested.

"You've kept me working too hard all these years; I've had no time to learn," was the reply.

Mr. Carnegie thought a moment.

"Andy," he said, "I'm going to give you a three months' vacation. Now, for heaven's sake go off somewhere and learn to do something besides work."

The Carnegie company one day advertised in the newspapers for a book-

keeper, P. T. F. Lovejoy, while working in a laundry, had picked up a good knowledge of accounting, and so, when he read the "want ad," decided to apply for the position. By good luck he managed to arrive at the manager's office ahead of all other applicants, and, after a short interview, was given the position. The lucidity of his balance sheets at once attracted attention, and then step by step he began rising until he attained the secretaryship. This he held until he took sides with Mr. Frick in his controversy with Mr. Carnegie, and then he was succeeded by Mr. Moreland. Mr. Lovejoy is said to be in the \$10,000 and over class.

H. P. Hope, who, although not quite so young in years as Mr. Blackburn, is still on the sunny side of middle age, was selected by Mr. Carnegie to be the company's first stenographer because he presented a clean, keen appearance and had the reputation among his associates of being close of mouth. In this position Mr. Hope came into intimate and confidential relations with Mr. Carnegie and his proven ability to guard business secrets gave him his golden opportunity, which has yielded him \$3,000,000.

When Albert C. Chase, now of New York, where many of Pittsburgh's moneyed men have moved in late years, attracted Mr. Carnegie's attention, he was connected with the Pittsburgh office of a big mercantile agency. One day he gave the Carnegie company a piece of information that saved it several thousands of dollars. Shortly after that he was asked how he would like to become the head of the credit department of the Carnegie plants. For five years thereafter he handled the credits and in that time only \$1,000 of 1 per cent of the many millions of dollars involved was lost.

Only a few years ago William E. Corey, president of the Carnegie company and the Carnegie steel company, and frequently talked of as a future president of the United States Steel corporation, was a poor boy, pushing a wheelbarrow in the yards of one of the Carnegie mills in Braddock. He wheeled so much more iron in a day than the men at his elbow that he was soon made a foreman over them. Then his employment was terminated. He got three times as much work out of his men as the other foremen and at the same time the men worked harder without any grumbling and swore by their new and youthful boss. Corey was straightway picked up by Mr. Carnegie as a promising valuable acquisition and given constantly widening opportunities.

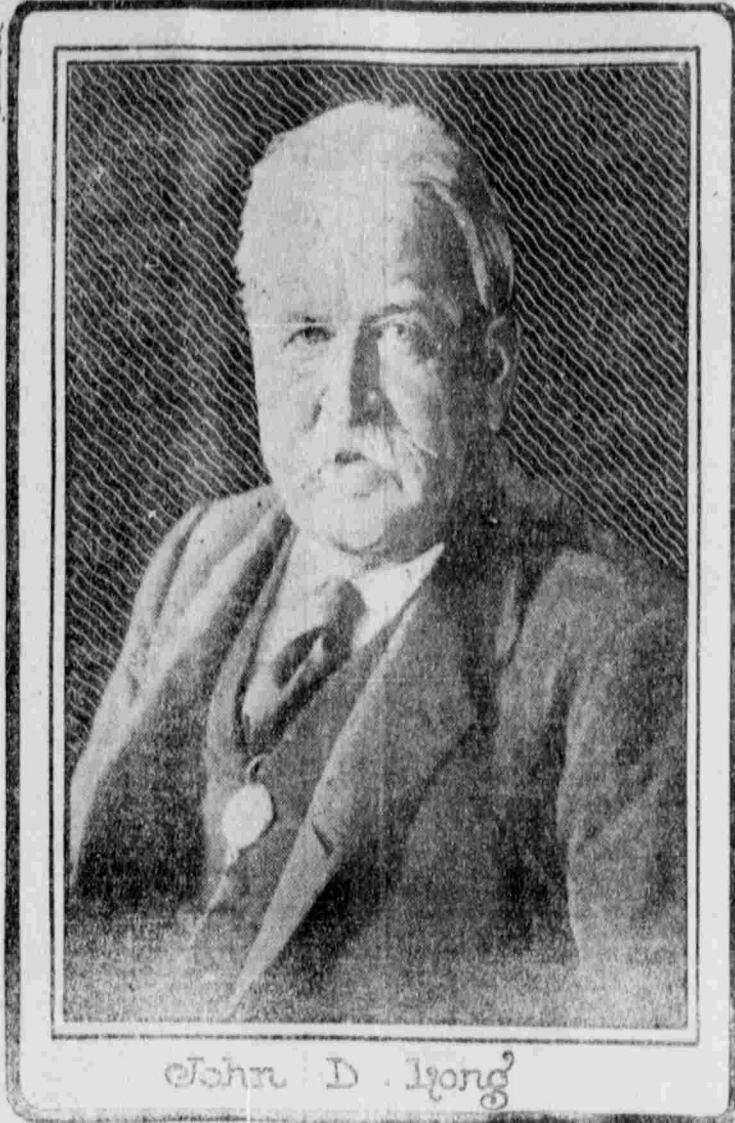
He worked hard, studied at night to improve his public school education, and in time became an expert chemist and an armor plate authority. He was made superintendent of this mill and that department, and invariably increased the output. When Mr. Schwab resigned to become president of the steel trust Mr. Corey was the only man considered for his successor at the head of the Carnegie company and the Carnegie steel company.

Thomas Lynch, the young head of the world's biggest coke company, was partly brought forward by Mr. Carnegie, although Mr. Frick found him. But after the latter had done this Mr. Carnegie, recognizing Mr. Lynch's worth, helped to place advancement in his way.

Mr. Lynch went to Pittsburgh from a country town in southwestern Pennsylvania, where his father, a hard working Irishman, had put him through the common school, and started clerking in a wholesale grocery. After a few weeks' trial he was discharged. He drifted to the little coke town of Broad Ford, near his home, and became a clerk in the company store of O. A. Tinsman, who had coke ovens in the neighborhood. When Mr. Frick secured the Tinsman property a few months later, he put Mr. Lynch in charge of the store, because, forsooth, he was its only clerk. Mr. Lynch made the store pay, and as a result he was told to superintend the various company stores of his employer. Soon he was superintendent of all the coal mines operated by the Frick-Carnegie interests in the Connelsville coke region.

About this time foreigners were brought into the coke regions and all sorts of trouble resulted. The riotous element held full sway and mine and county officials hid themselves because drink-crazed strikers swore they would kill the first American who attempted to interfere with their anarchistic doings. Everybody was scared—everybody except "Tom" Lynch. Despite the pleadings of his friends, this small man would walk into the midst of a group of strikers and order them to scatter to their homes, and they obeyed. He did more to quell riots in the Connelsville region than a dozen officials. So Mr. Lynch took his place as president of the coke company. He is worth about \$2,000,000—Kansas City Star.

SECRETARY LONG IMPROVING.



John D. Long

The whole country is interested in the physical condition of John D. Long, former secretary of the navy. Latest bulletins say that he is improving in health. Recently his life was despaired of, and his family was summoned to his bedside.

SWEDISH FAMINE FUND.

The total amount contributed to date	\$1,288.65.
Acknowledged Feb. 21, 1903.	\$44.90
Charles L. Olsen, Brigham City	1.00
A. G. Lundin, Superior, Salt Lake City	1.00
William D. Kuhn, Sandy, Utah	1.00
Andrew Lawson, Pleasant Grove	6.00
Mrs. Anna Johnson, Salt Lake City	1.00
Fishop Carl A. Ek, Salt Lake City	5.00
Jonas Nelson, Vernon, Utah	5.00
James P. Shum, Vernon, Utah	5.00
Robert Swenson, Murray	5.00
C. J. Anderson, Murray	5.00
O. Widerberg, Murray	5.00
Peter Peterson, Murray	5.00
Clas Swenson, Murray	5.00
Ephraim Johnson, Murray	1.00
Andrew J. Wahlquist, Murray	1.00
John A. Wahlquist, Murray	1.00
C. J. Wahlquist, Murray	1.00
Peter Anderson, Murray	1.00
Gustaf Clayton, Murray	5.00
A. J. Allin, Christensen, Murray	2.00
Hilma D. Johnson, Murray	45
Arvid Johnson, Murray	5.00
John Anderson, Murray	1.00
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William McMillan, Murray	25
T. W. Bird, Murray	25
J. W. Cahoon, Murray	25
A. H. Lyon, Murray	25
C. E. Durand, Murray	25
L. G. Larson, Murray	1.00
P. G. Johnson, Murray	1.00
C. Brown, Murray	1.00
A. E. Olson, Murray	1.00
Joseph Erickson, Murray	1.00
Oluf C. Larsen, Salt Lake City	1.00
Jonas Erickson, Shelley, Ida.	2.50
John W. Larson, Garland, Utah	1.00
Dokan Brita Cathrina Paulson, East Jordan	5.00
Mrs. Petronella Moray, Salt Lake City	5.00
On account theatrical performance from the Scandinavian committee, Salt Lake City	600.00
Total	\$1,288.65

CORRECTIONS IN LIST PUBLISHED FEB. 21.

Miss Ida Mattson, Salt Lake City, should have been \$2 instead of \$1.
Mrs. M. Coulson, \$1, printed twice.
P. V. Otterstrom, Salt Lake City, \$2, omitted.
Maria Larson, Vernon, \$1, omitted.
All included in total of \$44.90.

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Time Table

In Effect Feb. 1, 1903.

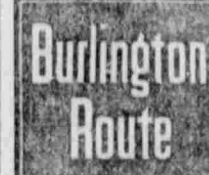


ARRIVE.	
From Ogden, Portland, Butte, San Francisco and Omaha	8:30 a.m.
From Ogden and intermediate points	9:10 a.m.
From Ogden, Portland, Butte, Provo, and intermediate points	9:35 a.m.
From Ogden, Cache Valley, Chicago, St. Louis, Omaha, Denver and intermediate points	12:01 p.m.
From Ogden, Chicago, St. Louis, Kansas City, Omaha, Denver and San Francisco	1:00 p.m.
From Ogden, Chicago, St. Louis, Kansas City, Omaha, Denver and Terminus	5:00 p.m.
From Ogden, Chicago, St. Louis, Provo, and Mantel	6:35 p.m.
From Ogden, Cache Valley, Butte, Portland, San Francisco	8:10 p.m.
DEPART.	
For Ogden, Chicago, St. Louis, Kansas City and St. Louis	7:00 a.m.
For Ogden, Chicago, St. Louis, Provo, and Mantel	7:30 a.m.
For Ogden, Chicago, St. Louis and Terminus	7:45 a.m.
For Ogden, Butte, Helena, Portland, San Francisco and intermediate points	8:42 a.m.
For Ogden, Omaha, Chicago, Denver, Kansas City, St. Louis and San Francisco	12:50 p.m.
For Ogden, Cache Valley, Butte, Kansas City, Omaha, St. Louis and Chicago	3:45 p.m.
For Provo, Nephi, Milford, Ogden and intermediate points	6:05 p.m.
For Ogden, Cache Valley, Butte, Helena, Portland, San Francisco and intermediate points	10:00 a.m.
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Current Time Table.

LEAVE SALT LAKE CITY.	
No. 6—For Grand Junction, Denver and points east	8:30 a.m.
No. 2—For Provo, Grand Junction and all points east	9:15 p.m.
No. 4—For Provo, Grand Junction and all points east	8:00 a.m.
No. 8—For Brigham City, Provo, Mantel, Murray and intermediate points	8:00 a.m.
No. 8—For Bunka, Payson, Heber, Provo and all intermediate points	5:00 p.m.
No. 11—For Ogden and all intermediate points	6:10 p.m.
No. 2—For Ogden and the west	11:00 p.m.
No. 1—For Ogden and the west	12:30 p.m.
No. 10—For Ogden and the west	9:10 a.m.
ARRIVE SALT LAKE CITY.	
No. 12—From Ogden and all intermediate points	9:05 a.m.
No. 4—From Provo, Grand Junction and the east	9:25 a.m.
No. 1—From Provo, Grand Junction and the east	12:35 p.m.
No. 2—From Provo, Brigham City, Bunka, Payson, Heber, Provo and intermediate points	6:00 p.m.
No. 6—From Ogden and the west	8:30 a.m.
No. 2—From Ogden and the west	12:30 p.m.
No. 4—From Ogden and the west	8:10 p.m.
No. 7—From Bunka, Payson, Heber, Provo and intermediate points	8:15 a.m.
No. 10—From Provo, Grand Junction and the east	8:15 p.m.
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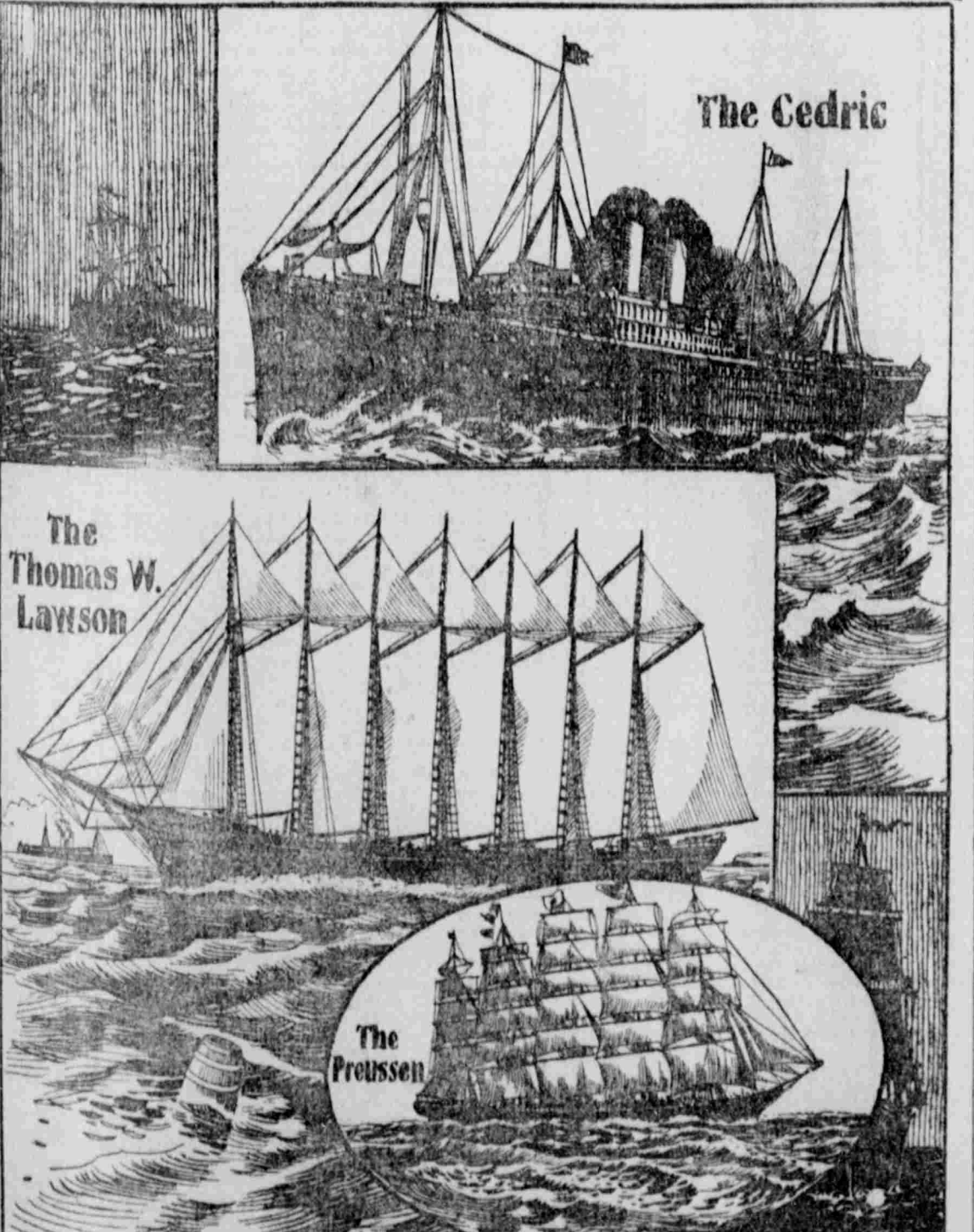
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