

SCHWAB, THE LEADER OF MEN

Man the Germans Tried to Buy and Whom the President Has Now Commandeered Expects to Get More Ships Than Yes: Than We Have Demanded.

By Frank Parker Stockbridge in Greensboro Daily News. Charles H. Schwab, the biggest ship builder in the world, has taken over the biggest job of shipbuilding the world ever undertook.

We are getting ships faster than ships have ever been built before, and every man in every shipyard in America is working harder than ever before to produce ships even faster since Mr. Schwab took hold.

The credit, first for discerning that leadership was needed to speed up shipbuilding and then for commanding Mr. Schwab, belongs to Edward N. Hurley, chairman of the United States shipping board; but it took President Wilson's appeal to persuade the steel man to undertake the task.

"The White House would like to speak to Mr. Schwab." The steel man took up the telephone. When he put the receiver down he said:

"Buys, I guess I'm gone!" He drove to the White House and when he came back the expression of his face told the story.

"They got me," he said to the "boys" in the Bethlehem offices. "Now that I've got the job, what am I going to do with it?"

"The boys" knew. Everybody who knew Mr. Schwab knew that he would deal with this "job" as he has dealt with every job since he first became, at 19, a leader of men.

Perhaps Mr. Schwab's methods of getting results are best explained by saying that he works with men as his instruments as other business men work with dollars. You can't get him to talk about ships or shells or steel for more than 10 seconds before he begins to talk about men—the men behind the product.

He Rewards and Praises Good Work.

Mr. Schwab believes the bonus method is the best means of getting the best work out of every man associated with him. Salaries have been merely normal, many of the most important executives drawing only \$100 a week.

So one of the very first things Mr. Schwab turned his attention to, when he became director general, was some means of applying the bonus system to the government's shipbuilding operations.

"I'll get some of my business friends to chip in for a hundred thousand or so," he said to one of them, "and we'll see what we can do toward speeding up that way."

That was the beginning, only, of the application of the Bethlehem corporation's bonus system to shipbuilding. Bonuses alone—the money prizes—are not enough, however, Mr. Schwab has found.

To have one's work noticed and appreciated by "Charley" Schwab is enough of reward to make thousands of young men in the steel and allied industries work their heart out.

His Speech to the "Tuckahoe's" Builders.

"We in Washington do not deserve the credit for this," he told the workmen at the Camden yards who built the Tuckahoe in 27 days. "We can but smooth the wheels that will operate this great industry. It is the management here, it is the foremen on the ship, the foremen under the ship and the workman in all parts of the ship that deserve public credit for what they have done here, and I shall be the one to see that they get it."

"There is but one thing necessary to satisfy the President of the United States and the people of the United States, and that is the energy and loyalty and enthusiasm of its workmen. Now, boys, go to it. Let us put our shoulders to the wheel and let us make a record here that will be remembered as long as the history of the war is read."

"I am with you all. I shall be with you in spirit every day and I shall never be happy until the sea is filled with vessels. God please that you have your hearts as full of patriotism as mine—and to hell with the kaiser every time you drive a rivet!"

Any one could have said that—surely. But there are not more than one or two men who could have said it in a way to make every man who heard it believe in the genuineness of the sentiment, the utter sincerity of the speaker. There were silver medals for all the men who had worked on this ship—at Mr. Schwab's suggestion—and a fac-simile of President Wilson's letter of congratulation, on White House stationery. These were fine, but after all, it was "Charley" Schwab the men felt they were working for.

Like Reading the Bible. To attempt to interview Mr. Schwab and really get anything out

of him is as futile a task as a journalist ever undertook. It is like reading the Bible—one only gets fundamental truths. General principles that no one can possibly find fault with constitute the entire stock of topics on which he will talk for publication. After observing Mr. Schwab's daily, hourly application to the task in hand of the principles he encounters, one acquires respect for the man as well as the principles.

"I believe that for real work the way to accomplish results is to get the man with his work yet to be done."

"There are two ways to build an organization; one is to take a given group of men and make places for them; the other, and the way I always build is to sketch an organization in skeleton form and then fit men into it as I can find them. The thing to be done is the important matter. And when I put a man into a position I give him the full responsibility for his particular part of the work and full authority to act in accordance with that responsibility."

"Making money is no longer the prime concern of American business. It is a question of service now, and we are all serving under the same banner of freedom and democracy."

"The way to get things done is to stimulate competition, I do not mean in a sordid money getting way, but in the desire to excel. This must always be coupled with placing responsibility and credit or discredit on the man doing the job."

"The way to develop the best that is in a man is by appreciation and encouragement."

These are the sort of aphorisms in which Mr. Schwab deals. He believes in them, too, and uses their principles in all of his business relations. How effective their application has been nobody knows better than himself.

He Values British Appreciation.

One reason why Mr. Schwab believes in the power of public approbation as a stimulus to the earnest worker is his own responsiveness to praise. There is no possible salary or financial inducement that could have tempted him to undertake the colossal task he has shouldered; there is no question in the mind of any one who knows him that the public commendation he knows will be his if he gives the country ships faster than the public has been expecting them is the big reward he is personally striving for.

The story of Mr. Schwab's trip to London in the autumn of 1914 is one of those romances of real life that only occasionally come to the surface for the edification of the public. Britain found itself plunged into a war of defence, without men, munitions, or even an adequate idea of how to organize its resources against the Germans. The nation looked to Kitchener and Kitchener sent for Schwab. The steel maker sailed on the Olympic, and it was on this voyage that the big White Star liner arrived on the scene just as the Audacious, the first British war ship of size to fall a victim of German submarine warfare was sinking. The crew of the Audacious was rescued by the Olympic, which was held at anchor for a week in order that the news of the fate of the Audacious might not leak out. Mr. Schwab alone, of all the passengers was permitted to go ashore. He was landed in a small boat at a little fishing village on the Irish coast, whence a steamer was scheduled to sail that evening for Liverpool.

Inquiring for an automobile, he was told the only one in the vicinity belonged to a doctor five miles away. "Get me that car and get me to Londonderry in time to catch the night boat and I'll pay a hundred pounds," he told his fisherman informant. The car was got—a Ford—and Mr. Schwab reached the steamer's pier. An officer stopped him and asked him for his credentials; England was at the height of its spy hysteria. Mr. Schwab presented his card. No, the officer had never heard of him—but he knew a German name when he saw one! He called the captain, who demanded to see his passport. That document, however, had been left in the custody of the captain of the Olympic, now at anchor more than 75 miles away—and Kitchener was waiting. Mr. Schwab tried to explain but the captain had never heard of him and he had his orders. Finally, Mr. Schwab himself wrote a telegram to the war minister and showed it to the captain, asking him not to sail until he had a reply. The captain conferred with the agent of the line, then turned to Mr. Schwab and said: "You are under arrest. I will take you to Liverpool in charge of an officer. If there is a wire there from Lord Kitchener saying you are all right, you will be liberated; if not, you will be taken to the tower."

At Liverpool, of course, there was the reassuring message from K. of K. and Mr. Schwab took the first train for London. Kitchener was waiting for him.

"Can you make a million shells?" he asked.

"Yes." "How long will it take?" "Ten months." "Can you make guns?" "Yes." "What else can you make?" Mr. Schwab told him, briefly, "What about prices?" asked Kitchener.

"I think our company is entitled to a war profit," suggested Mr. Schwab, Kitchener assented. Then he added:

"This is not going to be a short war. I foresee five years of it at least. I want your pledge that control of the Bethlehem Steel corporation will not be sold by you and your associates under five years from now."

"Have the papers drawn and I will sign them," assented Mr. Schwab. He had barely returned from his visit to Lord Kitchener when he sailed again, this time on the Lusitania, and came back with a \$50,000,000 submarine order in his pocket. Mr. Bryan, then secretary of state, objected to the delivery of these submarines to the British on the ground that it would be a violation of the spirit of neutrality. Finally it was decided that the parts and machinery of the submarines could be built in America and the vessels themselves assembled in Canada. This was successfully done.

Contracts for guns, ships and munitions for the British government executed by Mr. Schwab's companies before the United States became a belligerent have been estimated at \$150,000,000. For the Russian government approximately \$75,000,000 worth of work was done. The plants of the Bethlehem Steel corporation were doubled and doubled again.

When America became a belligerent it was to Mr. Schwab and the Bethlehem corporation that the navy department turned for the execution of its vast destroyer and submarine program; the war department for the shells and guns that by British and Russian work the company had learned it how to make well and speedily; the shipping board for the biggest and fastest merchant craft, and, finally, the President for the man himself. For its navy department contract for 150 and more destroyers, the Bethlehem corporation has constructed at Squantum, in Boston harbor, probably the largest exclusively naval shipyard in the world; on the ways at Sparrow's Point, it had 16 Cunard liners and 10 of the largest freighters ever built under construction when we entered the war; what it has been able to do for our army in guns and shells can only be told after the Boche has been beaten. And if there still remains in any German mind that Charles M. Schwab was anything but a 100 per cent. American or that he or his company could be bought for German account, his appointment to his present job must have thoroughly dispelled that illusion.

THE BEST TEST

Is the Test of Time Years ago J. L. Matheson, farmer of Wadesboro told of good results from using Doan's Kidney Pills. Now Mr. Matheson confirms the former statement—says there has been no return of the trouble. Can Wadesboro people ask for more convincing testimony?

"I used to suffer at times from pains across the small of my back and my kidneys were inactive," says Mr. Matheson. "I went to the drug store and they gave me Doan's Kidney Pills to try. I used one or two boxes and I have been in fine shape ever since. I have never had occasion to use a kidney remedy since Doan's Kidney Pills cured me." (Statement given January 27, 1918).

THE BENEFIT LASTED. On May 16, 1918 Mr. Matheson said: "I have never had a return of kidney trouble since Doan's Kidney Pills cured me. I still have great faith in Doan's and recommend them at every opportunity." Price 60c, at all dealers. Don't simply ask for a kidney remedy—get Doan's Kidney Pills—the same that Mr. Matheson had. Foster-Milburn Co., Mfrs., Buffalo, N.Y.

LAUNCHING OF VESSELS IN JULY BREAKS RECORD.

"With the launching of 123 vessels, totaling 631,944 deadweight tons, and the delivery of 41 others of 235,025 deadweight tons, new world shipbuilding records were established in July by American shipyards, the shipping board announces. The July launchings alone were greater than those of any single year in the past. In addition to the 41 completed ships, the American merchant marine was further increased by the delivery of two steel vessels of 15,855 tons by Japanese yards in accordance with the recent agreement.

Thirty-six of the completed vessels were of steel with a deadweight tonnage of 217,025 and the other five were of wood, their deadweight tonnage being 18,000. The launching included 67 steel vessels of 433,244 deadweight tons; 53 wood ships of 187,700 deadweight tons, and three composite ships of 11,000 tons.

The total tonnage launched this year is 1,719,536, being divided by months as follows: January, 88,507; February, 123,625; March, 172,611; April, 160,286; May, 259,241; June 283,322; July 631,944.

Since August 1917, when the present shipping board began operations, to August 1, last, 37 steel contract vessels of 245,700 deadweight tons and 210 requisitioned vessels of 1,326,156 deadweight tons have been completed and placed in service. Almost half of this total tonnage was delivered during the last three months.

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VESSEL TORPEDGED OFF NORTH CAROLINA COAST

American Unarmed Steamer Merak Jr., the Victim of a Submarine—The Crew Lands Safely.

Washington, Aug. 8.—Within less than 24 hours after the Diamond Shoal lightship off Cape Hatteras, North Carolina, had been destroyed by shellfire, the small American unarmed steamer Merak was shelled, torpedoed and sunk by a German submarine near the North Carolina coast Tuesday afternoon. Announcement of the destruction of the ship—the third sent down in that vicinity since last Sunday—was made today by the navy department.

The Merak's crew of 43 men got away in small boats and were landed safely, 23 at Norfolk and the remainder at Elizabeth City, N. C. Complete details of the sinking of the ship were lacking tonight.

Naval officials feel certain that the submarine which accounted for the Merak was the same that sank the tank steamer O. B. Jennings Sunday off the Virginia capes and the Diamond Shoal lightship Monday afternoon. In some quarters surprise was expressed that the submarine would have lingered near the spot where the lightship was sent down.

Secretary Daniels said today that he had nothing to add to his formal opinion as to the operations of the raiders on this side of the Atlantic—that they are instructed to hinder commerce as much as possible without exposing themselves to danger. Mr. Daniels said other sinkings probably would follow.

Cure for Dysentery.

"While I was in Ashland, Kansas, a gentleman overheard me speaking of Chamberlain's Colic and Diarrhoea Remedy," writes William Whitelaw, of Des Moines, Iowa. "He told me in detail of what it had done for his family, but more especially his daughter who was lying at the point of death with a violent attack of dysentery, and had been given up by the family physician. Some of his neighbors advised him to give Chamberlain's Colic and Diarrhoea Remedy, which he did, and fully believes that by doing so saved the life of his child. He stated that he had also used this remedy himself with equally gratifying results."

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It has produced wonderful results with thousands afflicted with sore throat, tonsillitis, stiff neck, neuralgia, congestion, rheumatism, sprains, sore muscles, bruises, colds in the chest, bronchitis, croup, headache, lumbago, pains and aches of the back or joints and chilblains.

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(From a letter to Dr. Caldwell written by Mr. Charles Fenske, 5005 N. 5th Street, Philadelphia, Pa.)

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