

FORD TRAFFIC BUILT BY MANY EXPERTS

Factory Product Not Alone of Henry's Mind.

BIG DEBT OWED AIDES

Obligation is One That Cannot Be Wiped Out by Writing Check, No Matter How Big.

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CHAPTER XIII. Henry Ford has millions in reserve, owes no man a dollar—and is hopelessly in debt.

If the Ford indebtedness were such that it could be met by writing a check it would have been paid in full long ago. But it isn't that kind of an obligation. There are things connected with the formation of his executive scrap-heap which leave the impression that Henry Ford is more or less unfamiliar with some of the finer ways of expressing his appreciation of the services rendered him.

It is unfortunate that he has left the impression that the dollar is his favorite standard of measure when he comes to estimate the value of human service. I do not mean to say that he has never paid in any other way. His many instances he has shown friendly and generous consideration beyond the payment of a wage or salary to men in his employ.

Other Men Rewarded.

In other instances men have been rewarded in a way that has left him in their debt. He has paid them liberally, given bonuses and stowed costly gifts upon them. They began with him and ended rich. They began in humble positions and were advanced to places of honor and responsibility and paid princely salaries. If they had gone into the scrap-heap later, why should they complain? Why more could he or any other man do for them than he has done?

But there are things in human relations which some men prize above money.

There are ways of throwing a man on the scrap-heap which leave him with a high regard and a friendly feeling for the man who threw him there. As a rule it is the landing at the end of the fall that hurts. But in the method the Ford company sometimes uses, the fall was not painful and unnecessary wounds inflicted by the petard with which a man was hoisted. At the end of the fall but the beginning of it that hurt.

A statement regarding Mr. Ford has been put into print and copyrighted to this effect:

"He is an selfish man as God permits to breathe." I suppose I should give credit to the author of that statement in case I wished to repeat it. But I do not care to repeat it. It does not express the truth, as I see it. It is not selfish according to his lights. He knows, as a rule, but one way to pay. It must be admitted that in that way he pays generously. It is that he is blind to the value of some higher things. This, as I see it, is the most outstanding and at the same time the most regrettable of the defects in a man in whom there is so much to be admired.

Ford Owns and Controls Company.

So far as I know his creditors do not regard the debt due them with anger and resentment, but rather with pity and regret. The operation that removes the scales from a man's eyes may hurt less than the awakening to the fact that his illusions are gone and he must see things as they are.

The Ford Motor company is owned and controlled by Henry Ford. He is at present its brains and the originator of its policies.

But the Ford Motor company as it stands today is not the product of a single mind—far from it. Into its development has gone the thought of some of the keenest minds in the industrial world. Let it be freely granted that Mr. Ford gave to the organization an inventive genius, an insight into the future of the automobile business, a dominating will and personality, yet it must be remembered that there were many things in the game that he did not understand in the beginning.

It seems incredible that he, the modern wizard of finance, ever could have been so impracticable, so uninformed on things concerning which he seems to be so well informed today as to urge the building of a vault at the factory in which to deposit the surplus earnings of the company. He learned a number of things about the game as he went along. By and by he made a sensational touchdown, but there were some rattling good players in the wedge formation that put him over the goal.

James Cousens One Star.

James Cousens was, and is, one of the all-American stars in the financial game himself. A masterful man, a little more masterful than Mr. Ford cared to have about; an organizer down to the last detail; a tireless worker who knows how to get work out of others; something of a steam roller when it comes to ironing out difficulties and going through. He made a wonderful captain of the team that finally drove through the line with Henry holding the ball, and when the thing was done he took off his hat and joined with the bleachers in the chorus "Henry did it."

If any one doubted Cousens' ability before he left the Ford Motor company his career since leaving should clear up any questions on that point. He is a man with ideas and a will of his own. He is given to forceful expression both in word and deed. It is a statement safely ventured that if he did not originate, he must have greatly modified many of the policies of the company during the time he was with it.

There are men born with too much initiative and independence to live all their lives in a subordinate position, however honorable and lucrative it may be, unless there is given them practically 100 per cent freedom and a corresponding amount of responsibility. Neither Mr. Ford nor Mr. Cousens is adapted to the playing of a second fiddle. From what I know of the two men I venture the guess that they did not remain in the same company for the same reason that two locomotives do not run side by side on the same track—not room for both.

C. H. Willis Sort of Fullback.

C. H. Willis, a man of recognized ability, a master of shop methods and production, with a thorough



JEANNE BONAR (LEFT) AND MRS. ROSE KNUTSEN. Miss Jeanne Bonar, French "prettiest stowaway" who since her arrival last July has been enjoying freedom in the United States, was allowed to enter the country when Mrs. Rose Knutsen, wife of Captain Waldimir Knutsen, on whose ship, the Manitoba, Jeanne came to America, convinced Ellis Island that Captain Knutsen would go on her bond.

and practical knowledge of mechanics, an almost uncanny insight into the atomic structure of iron and steel alloys, the developer of the use of molybdenum, was a sort of fullback on the team, the giver and taker of much punishment. Wherever the line was weakest he gave it the support of his weight and risk. Willis was an invaluable man to Henry Ford.

Put Mr. Killingsworth and Mr. Hawkins in the lineup where you will—hailbacks possibly—Mr. Killingsworth, in addition to serving in other important positions, selecting and developing men for important positions, filling the gaps in the office organizations, handling costs and watching the financial affairs of the company.

Mr. Hawkins sold Ford cars in the days when they had to be sold before the time when people sat on the front steps waiting for a car to be finished so they could drive it home. Mr. Hawkins organized a sales organization that proved so efficient and got so far ahead of production that it virtually changed the nature of his job. The problem came to be how to keep the people who could not get cars in a good humor till one could be made for them.

And John R. Lee, the soul of the under dog, the friend of the down and out, the man to whom no one ever looked in vain for justice and a square deal. And every time any one handed him a bouquet for his business of heart he tossed it over to Henry and when there was no one around explained to him what it was all about. And Henry kept the flowers.

MILL OWNER IS HOME

Charles F. Spaulding Returns From Washington Trip.

SALEM, Or., Dec. 3.—(Special.)—After having had the pleasure of shaking hands with President Harding and looking upon Clemenceau, the French Tiger, Charles F. Spaulding, operator of a number of large mills in the Willamette valley, returned to Salem today from Washington. Mr. Spaulding represented the Salem Chamber of Commerce at the railroad merger hearing which has been in progress before the interstate commerce commission for the past two weeks.

While in Washington Mr. Spaulding testified that it would be better for this section of Oregon to have the Southern Pacific and Central Pacific lines operated under a joint relationship. He opposed the unmerging of the two lines.

S. & H. green stamps for cash. Holman Fuel Co. coal and wood. Broadway 6353, 569-21.—Adv.

Peacock Rock Springs coal. Diamond Coal Co., Bdw. 3037.—Adv.

Advertisement for Broadway Bank. Text: "If you open a savings account with Portland's Progressive Bank today or tomorrow, it will draw interest from December 1st. 4% on savings is paid by the bank that excels in cash and bond reserve. Progressive service—which has so long been a feature of banking in other cities—is constantly increasing in popularity in Portland. May We Serve You? 4% interest on savings accounts and time deposits. 5% interest on special savings accounts, subject to check (minimum balance \$500). No charge for collection of out-of-town checks. No service charge for checking accounts. Open all day Saturdays—until 5 o'clock." Logo: JACKIE COOGAN in OLIVER TWIST.

STRENGTH OF ARMY RATED INADEQUATE

Secretary of War Advocates More Money for Safety.

CONGRESS ASKED FOR AID

More Officers and Liberal Fund to Carry On Preparedness Is Recommended in Report.

WASHINGTON, D. C., Dec. 3.—The present authorized regular army strength of 12,000 officers and 125,000 men is "inadequate" for national safety, and further cuts would be "inexcusable," Secretary Weeks declared today in his annual report to congress.

"We should seize the first opportunity to bring the regular army back to the proportions which are required," he wrote. "We cannot ever again make the mistake of expecting good soldiers to rise overnight and good officers to be turned out in quantities in three months' periods."

"We are making progress, and any progress is good progress. This progress is, however, scant, and not really enough. Any further cuts would force us to lose what we have gained and would accordingly be inexcusable."

"It has taken time and money to build what we have. It has taken blood and money to prove that we have not, even now, what we need. We should, when practicable, add to what we have and attain to the progress called for by our defense project under the terms of the law."

Officer Corps Backbone. Declaring the officer corps "is really the backbone of our military system," Mr. Weeks said that security and good officers to be turned out upon the foundation of our leadership.

"I do not belittle the enlisted man—ours is the best in the world," he continued. "It is because I appreciate him that I emphasize the need for officers to give the soldier his best opportunity to fight for his country and for his life."

"We must have officers sufficient to handle the great army of the United States. We have not these officers now."

"Our reserve officers are the first to complain that their present lack of training is causing them to lose the knowledge that they gained in the war. Where is there any training to come from? Only through the regular officers."

"In my last annual report I stated that, with 18,000 officers authorized, we would not have enough to do all that might profitably be done. Now I must state that we have absolutely not enough to do what is necessary to our safety as an organized state."

Financial Stress Appreciated. "I appreciate the urgency of our financial situation that prevents us from reaching our maximum requirements. I cannot believe, however, that the importance of this need is fully recognized by all who do recognize the urgency of the financial problems."

BORAH TALKS IN BOSTON

RECOGNITION OF SOVIET GOVERNMENT ASKED.

Ex-Veteran Nearly Mobbed for Demanding Reason Flag Is Not Displayed.

BOSTON, Dec. 3.—Within two years, owing to the near east situation, there may be another great war, Senator Borah of Idaho said in an address here last night.

His subject was "The Recognition of Russia," and he advocated that step by the United States as a means of averting another European conflagration.

At the close of the senator's address the police guard at the hall was called on to prevent a riot when a questioner, who said his name was MacDonald and that he was a world war veteran, mounted the stage amid shouts of "put him out."

LIBERTY BERT

STARTING WEDNESDAY

Screened as the world would wish it—reflecting the laughter and tears, the human essence of a grand story.

Advertisement for Jackie Coogan in Oliver Twist. Text: "Sol Lesser presents JACKIE COOGAN in OLIVER TWIST. Children caught at night? Give them Ayer's Cherry Pectoral. Often a single dose at bedtime will completely control the cough. Good for any one with a cold or cough. Cuts bottles today. Be ready. J. C. Ayer Co., Lowell, Mass. No better laxative for boys and girls than AYER'S PILLS."

Advertisement for Minneapolis Heat Regulator. Includes a calendar for December 1922 showing a \$5 discount starting Dec 4th. Text: "Puts AUTOMATIC HEAT CONTROL in your home. The single advantage of dressing in a warm room on the cold mornings ahead of you this winter is easily won the price of the Minneapolis Heat Regulator. A five-dollar bill will bring you this early morning heating comfort—and all the other advantages of the 'Minneapolis'. Only \$5 down during the week of December 4th; then each month reduce the balance by paying a small amount just as you pay for electric or telephone service. The 'Minneapolis' automatically maintains a uniform temperature, day and night; a lower temperature during sleeping hours. Saves work and worry; saves fuel. Pleasing in design and finish—harmonizes with the finest home furnishings. Install the 'Minneapolis' now. Remember—only \$5 down if purchased from December 4th to 9th. You get the purchase price back many times in fuel saved. Quickly and easily installed in old or new homes on any type of heating plant using any kind of fuel. Write, call or phone for booklet, 'The Convenience of Comfort'. Wm. E. Worth North Coast Distributor 516-517 Artisans Bldg., Broadway and Oak PORTLAND, OREGON. The MINNEAPOLIS HEAT REGULATOR 'The Heart of the Heating Plant'." Includes an image of the heat regulator and a clock.

structing of our officer body to a minimum of 13,000 at the earliest date. "Above all we are short in the development of air power. We have scarcely the present store of effective planes that we would need in an emergency nor the complete facilities for training the personnel that we shall need in war. The national regulation of air activities and the provision of a system of airways are matters which are essential to the development of air power. "Some steps in the direction of at least providing an effective plan for our development of air power should be taken at once, and as our facilities are improved, the actual building of the emergency stores. "Finally, we should not slack in the training of our citizens in the simplest technique of war, the handling of America's weapon—the rifle—nor in the further development of this important weapon."

Advertisement for Henry Thiele. Text: "Formerly Chef de Cuisine at the Benson Hotel and now, while awaiting the completion of the Hotel Sovereign, engaged by the Portland Gas & Coke Co. to teach women the Finesse of Cooking. Mr. Thiele does not spend his time showing how to make bread, boil eggs or bake biscuits. That belongs in the primary grades. Mr. Henry Thiele, who learned his business in Germany and elsewhere, assisted by Monsieur Lepiney, the future French chef of the Hotel Sovereign, and Monsieur Siltz, Swiss pastry chef, form a Combination Never Equaled where women can get a College Course in the Finer Art of planning, preparing and serving food. Such experts as these three are never 'out of work' and therefore cannot be engaged for demonstrations. It was the fact that the Sovereign isn't quite ready which enabled the Portland Gas & Coke Co. to secure their services for the enlightenment of its customers. "Standing room only" has been the rule after 2 P. M. and the women are becoming more and more enthusiastic about the things "Henry" teaches them. Today at 2 P. M. starts the second week. No charge for seats or for the food served."