

# HARRIMAN'S LIEUTENANTS, WHO THEY ARE and WHAT THEY DO

## Robert S. Lovett, Julius Kruttschnitt, A. L. Mohler and John C. Stubbs, the Quartette Upon Whom Harriman Mainly Relies



MR. HARRIMAN SAID THIS IS THE BEST PHOTOGRAPH OF HIM EVER MADE

WHEN E. H. HARRIMAN returned from Europe the other day he found that the teamwork, so to call it, of his great railway organization was as perfect as when he, the captain, was at home watching the machine, giving signals to every member of the team and getting that result which is only possible when there is perfect teamwork in an organization. Veteran railway managers who have been watching the manner in which Mr. Harriman has built up his organization will tell you that to them the most interesting and really new feature of this organization is what may be called its teamwork. Every subordinate works in his place as perfectly and accurately as do the various parts of great and skillfully adjusted piece of machinery.

It isn't so strange as it might appear that Mr. Harriman should have thought of making his railway organization a perfect specimen of teamwork. He may have got the idea from his old baseball days. One of the things which now interests him in baseball as played today is that some of the clubs have made of teamwork a fine science. Mr. Harriman is sure that, other things being equal, the baseball club which has secured the highest kind of teamwork is the one which is going to get the championship. When Mr. Harriman was a clerk in the private bank in Wall street he organized a baseball nine. He has never put into any railroad operations any greater energy than he did into his amateur baseball nine. They used to play on Staten Island on Wednesday and Saturday afternoons. Harriman was shortstop; he took that place partly because he was a little man and partly because he thought it was the best place for the captain of the nine. He worked the nine over and over, putting the men in various positions, until at last he got something like perfect teamwork out of them.

Now that is exactly what he set out to accomplish with his great railway organization. He wanted to get the ablest men, big-brained men, who had plenty of energy, who never got tired, or, if they did, would not confess it, and who were always looking ahead and never behind. And this is the kind of organization which Mr. Harriman found upon his return from Europe ready to receive him. If any one were to ask who is the ablest man among Mr. Harriman's lieutenants, the correct answer would be: no one of them is ablest than any other, although each in his own particular sphere is better suited to his work and to his responsibilities than any of the other members of the organization. Some are very good at one thing and some in another. But they all work together. They think only of the great machine of which each is a component part. No one of them seems to be thinking about himself.

That has been a trouble which all the great railway captains have found the most difficult to overcome. The general manager and the general traffic manager are usually disposed to be very jealous each of his own authority. The man who has charge of maintenance of way might see a hundred things in the traffic department that could be improved, yet he would not say anything about it, because of the likelihood of being told that if he would attend to his own department that the traffic manager would look after his. All this kind of friction and jealousy has been eliminated from among Mr. Harriman's lieutenants in their relations with another.

It took long and hard work to make an organization of this kind, just exactly as it takes three or four years for the captain and general manager of a professional baseball team to lick the men into perfect shape and discipline, so that in playing the game each man is doing the best for the club, never thinking about doing the best for himself.

The core of Mr. Harriman's organization, that part of it upon which he relies for the perfect administration of his railway systems, consists of few men. Julius Kruttschnitt is one of these men. John C. Stubbs is another. Robert S. Lovett is still another, and A. L. Mohler makes up a quartet of probably the ablest railway operators, acting as a whole, to be found anywhere in the United States. Then, in addition, there are, on the operating side, L. F.

of Mr. Harriman, have never had an important difference of opinion. The lawyer defers to the man who is the supreme director of maintenance and operation of the Union Pacific and nearly all of the allied Harriman lines. On the other hand, what the lawyer advises, as a lawyer, "goes" every time with Julius Kruttschnitt.

Here is a man of most intense concentration of purpose in business. He thinks, dreams and lives with the Harriman system. It is everything to him in the world, excepting his family. He is sure that it is the greatest business organization that the world has ever known. He is as proud of it as he would be if he were the owner of every dollar of its stock.

Like Mr. Lovett, Julius Kruttschnitt was born in the far South, in New Orleans, and six years earlier than the date of Mr. Lovett's birth, which occurred in the year before the outbreak of the Civil War. He was only 19 years of age when he received the degree of civil engineer from Washington and Lee University. Railway men say that at the time of his final examination he received the highest mark which up to that time had been given by the university to any one taking the degree. You see he was gifted at birth, apparently, with a mind that was able to grasp mathematics with the understanding and the facility which the most boys read "Robinson Crusoe."

At one time his friends expected that Kruttschnitt would become a professor of mathematics. But when he was a student in a school near Baltimore for the five years following his graduation, in his leisure hours he grew accustomed to watching the surveying then in progress for the construction of a new railroad from Baltimore to Washington. The work fascinated him, and after a time he made up his mind that his proper field was the mechanics and operation of a railway construction and operation. After that he was very glad to get employment upon a new railroad under construction in Texas, and after it was in operation he advanced from the humble position of roadmaster up and up, exactly as some of the engineers and surveyors of the Pennsylvania Railroad system have been promoted from engineering until at the executive staff, some even becoming president.

It would be said of Kruttschnitt that he could survey without an instrument; that if he had a jackknife and a piece of wood he could whittle out an implement with which he could take an elevation. He seemed to know instinctively what the best layout for a railroad would be. Naturally, C. P. Huntington heard of this bright chap when Huntington was making that part of his Southern Pacific Railroad system which extended from El Paso, Tex., to New Orleans. Kruttschnitt was exactly the kind of man sure to appeal to Mr. Huntington, who was very fond of young men who had great intensity of purpose and supreme power of concentration, men who could say in ten words a good deal more than most other men could say in 100.

It was six years after he had taken up railroading that this former school teacher became Huntington's assistant general manager of the Southern Pacific lines east of El Paso. Not so very long after he had secured this promotion he seemed to know the life history and everyday habits of every rail and every tie upon the lines under his charge. Riding upon an engine he could tell with his eyes shut where he was by the feel of the land. Such expert knowledge and ability in his line placed him in San Francisco as general manager of all the Southern Pacific lines just ten years after he had entered the employ of C. P. Huntington. This promotion came to him in 1895, and three years later he also had the burdens of fourth vice-president placed upon his shoulders.

He was cheerfully performing this double duty when Mr. Harriman took over the Huntington property, and the new "boss" discovered that Kruttschnitt was a genius for money, at least for railway work, made him also the director of maintenance and operation of the Union Pacific, the Oregon Short Line and the other parts of the Harriman system that stretch northward from San Francisco. Today he does his day's work in Chicago, where also are located John C. Stubbs, J. T. Harahan, A. J. Earling and Marvin Hughtitt.

Mr. Kruttschnitt was early convinced of the necessity of perfect teamwork work if there is to be perfect railway organization. You may think it strange that a person of such intense personality could work without friction with other executive officers of the Harriman railway system. But it is a peculiarity of this organization that the more brains each lieutenant has the more easily, apparently, he associates with the others who are responsible for the operation and maintenance of the system. It is believed to have been at the suggestion of Mr. Lovett that Mr. Harriman abandoned the old method which has characterized railway organization since railways were first operated in the United States, and instead made each of the executive heads a vice-president. At all events, it was a plan which met with Mr. Kruttschnitt's cordial approval. You see, if all are vice-presidents and if each one has equal authority in every department, and one month or one year



ROBERT S. LOVETT, HARRIMAN'S LEGAL PROP.



JOHN C. STUBBS, HARRIMAN'S TRAFFIC MANAGER



JULIUS KRUTTSCHNITT, ASST. PRES. SOUTHERN PACIFIC CO.



A. L. MOHLER, HARRIMAN'S GENERAL MANAGER

### "THE BIG FOUR"



L. F. LOREE, ONE OF THE SEVEN RAILWAY PRESIDENTS



JAMES T. HARAHAN, PRESIDENT OF THE ILLINOIS CENTRAL

may be in control of one department and another month or another year in authority over another, then opportunity for all friction is removed. Each executive has become a standard part of the great machine. If one executive dies or resigns another is ready on the instant to step into his place.

#### Harriman's Traffic Man.

Mr. Harriman was recently described as a human dynamo, but if ever there was such a creature his name is John C. Stubbs, another exceedingly important Harriman lieutenant. To make every railroad man believe this it is only necessary to tell him that Mr. Stubbs is really the traffic manager of almost 20,000 miles of railroad—that in this particular he directs railways which, if their tracks were carried from east to west in a single line, would completely encircle the globe and lap over some 600 miles.

#### WIFE OF ST. LOUIS STANDARD OIL MILLIONAIRE.



MRS. H. CLAY PIERCE.

NEW YORK, Sept. 4.—(Special).—Mrs. H. Clay Pierce, wife of the St. Louis Standard Oil millionaire, was Virginia Pickett Burrows, of St. Louis and New York. Mrs. Burrows had been a widow for two years and Mr. Pierce a widower for several more. Mrs. Pierce has spent much time in London and Paris and has had distinct social success, having entertained King Edward and others of the royal family. Mr. Pierce has spent more time in New York than in St. Louis in recent years.

has to ask Mr. Stubbs twice to get needed information.

All that Mr. Stubbs knows of railway operation and traffic management he has taught himself. He drifted West from his native place in Ohio and got a job as freight clerk at Oakland, Cal., where the Central Pacific, now the Western link of the Union Pacific, terminated. That was only four or five years after C. P. Huntington, Mark Hopkins, Crocker and Leland Stanford had finished the Central Pacific Railroad, making connection with the Union Pacific, thereby giving to the United States the first transcontinental line. So Mr. Stubbs, beginning railroading when he was actually grown up with the Union Pacific.

Even as a clerk at Oakland Mr. Stubbs was away ahead of his time. He knew what was coming in the way of Pacific railway development. What he predicted was realized, and so pleased was Mr. Huntington that he made him assistant general freight agent. In that office Mr. Stubbs was not satisfied simply to move cars, as he went all over the State of California to see what the farmers were doing, how much wheat the millers were to offer, and he was able to predict in the spring of every year approximately the actual amount of the crops that were harvested. One man might have added that one before other railway men thought of doing such things scientifically. Stubbs also knew how many orange groves there were in Southern California, and where each grove was, and where were the best prune orchards, and how many tons of prunes would be offered each year for shipment to the East.

Meanwhile Mr. Stubbs was working out the problem of how best to haul traffic for long distances without breaking the freight and with the highest economy. Mr. Harriman early learned to accept Mr. Stubbs' statements without any question, and he knew that, more than any other one man, Mr. Stubbs showed how it was possible to increase and expedite and operate at low cost long-haul traffic. He is vice-president and traffic director of the entire Harriman system. He works in perfect sympathy and in cordial co-operation as well with Julius Kruttschnitt as with Robert Lovett, Mohler and her lieutenants. And of the great quartette he is the oldest—he is 65—while Judge Lovett is the youngest, being 49. Mr. Kruttschnitt is 55, Mr. Mohler goes him four years better or worse, according to the way you view the accretion of years.

#### Last of the Big Four.

Some years ago one of the big men in a trunk line system which has its terminal in New York was asked by a friend if he could tell him anything about A. L. Mohler, who had something to do with "Jim Hill's" railway out in St. Paul. The New York railway man replied that he did not know Mohler and had never heard his name before. Thereupon he was informed that the time was sure to come when he would hear of Mohler, "for he is certain to be one of the big guns in railway management." Such he most certainly became when Mr. Harriman took him away from Mr. Hill.

As his name indicates, Mr. Mohler is of Pennsylvania Dutch origin. Born at Ephrata, Pa., he yet began his railway career with the Chicago & Northwestern when it was a comparatively small road, and long before Marvin Hughtitt and James D. Layng had taken it a thousand miles across the uninhabited prairie. Mohler remained in the business only a little while, and then, like the present president of the Boston & Maine, Lucius Tuttle, he became a station agent.

While thus occupied at Erie, Ill., his superiors found that he had a native-born gift for figures and accounts, and in that way he became traveling auditor for a railroad west of the Mississippi. Such he was when he fell under the eye of James J. Hill, then keen in his search for young men to help him convert the long St. Paul, Minneapolis & Manitoba Railroad into the Great Northern system, and Mr. Mohler became that road's general freight agent. This was in 1887.

There followed promotion after promotion, until, at the end of seven years, Mr. Mohler found himself vested with the title and authority of general manager of the Great Northern. As such he worked out many of the problems whose proper solutions have helped speed success of the Empire State Express. Eight years later Mr. Harriman annexed him, and so he has the honor of being the first of the "big four" to secure Mr. Harriman's confidence.

That has had Mr. Harriman's full confidence from the start is shown by the fact that the latter at once made him president and general manager of the Oregon Railroad and Navigation Company, a particular Harriman pet. Today Mr. Mohler is also a vice-president and the general manager of the Union Pacific system. It is because of his peculiar managerial qualities that he is held by Mr. Harriman in such high business esteem. These four men—Lovett, Kruttschnitt, Stubbs and Mohler—make the quartet,

the big four, who were Harriman's organization an army of which he was the commanding general, would each be a major-general in command of a corps. But it is necessary, in order that Mr. Harriman may carry out the highest plans for the development of the so-called Harriman system of railways, that he should have also competent lieutenants who are not in the direct, immediate Union Pacific organization.

Take, for instance, James Theodor Harahan. He is president of the Illinois Central, but everybody knows that it is E. H. Harriman's railroad, and it may be better to call it the key, or it may be better to call it the key, to that all-sweeping transcontinental railway construction which is Mr. Harriman's supreme purpose. Marvin Hughtitt, president of the Chicago & Northwestern, comes in the same class with Mr. Harahan, and Mr. Harriman values him so highly as a lieutenant that he is a director of the Union Pacific. As for another railroad president, L. F. Loree, he owes his position in the Delaware & Hudson directly to Mr. Harriman, who, as soon as he became of very great influence in this Eastern property, put the former president of the Baltimore & Ohio in charge of it. Mr. Loree has the absolute confidence of Mr. Harriman, and, in fact, have all of his lieutenants, no one in whom he does not place perfect trust. For it is his opinion that the sole test is success, and that success comes only to those who have existed loyalty to those who control great railway systems.

Yet another big railroad president who is looked upon as being an important secondary lieutenant is Albert J. Earling, of the Chicago, Milwaukee & St. Paul. His railroad beginnings were in the days of the Chicago & Northwestern, first and second grade; and when you talk with railroad men you are sure to find an enthusiasm with which they speak of him.

Mr. Earling was born in a little Wisconsin town 60 years ago, and never was filled in on the common schools. But as a boy the railroad fascinated him. Jeremiah Milbank and others were just starting to get into the business in St. Paul system, because they knew that William H. Seward was correct when he predicted that at St. Paul and Minneapolis one of the greatest American commercial centers would be established, a powerful twin city, commanding the gateways of the Northwest. This railroad road passed by the hothouse home of Mr. Earling, and he was the happiest boy imaginable when, at 15 years of age, it took him into employment as a clerk.

He is now satisfied to be a mere clerk. He wanted to learn telegraphy, or at that time he thought that the finest thing a young man could do would be to serve as a train dispatcher. So he mastered the clicking of the telegraph instrument in about six months, and then spent his days and often his nights, as a train dispatcher, saving messages for the railroad company. It is said of him that he never made a mistake, never was reprimanded, never was in trouble for work, never looked at the clock to see if his day's work was ended. It was very hard work to act as a train dispatcher upon any railroad, and it was especially so in the early days of the St. Paul. But for five years young Earling controlled the movement of trains on the system, and he was a general superintendent, then general superintendent and, when he was 40 years of age, general manager. Ten years later this man who had taught himself telegraphy was elevated to the presidency of the St. Paul. Under him that road will shortly become a true Pacific Coast route.

Mr. Earling is one of Mr. Harriman's lieutenants in the sense that a very important community of interest has been established between the Union Pacific and the St. Paul systems, and it is for this reason that Mr. Earling is now serving as one of the directors of the Union Pacific.

Another of the road's directors is William G. Rockefeller, Jr., nephew of John D. Undoubtedly William Rockefeller represents the financial power of the so-called "Standard Oil party," which is in very close association with Mr. Harriman. But when it comes to matters of finance, the Rockefeller sits at the feet of Mr. Harriman, so to speak. He is one of the little-big railroad man's financial aids, and so comes in the same category with Henry Clay Frick and P. A. Valentine, coke and steel barons, respectively.

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The Frude. Thomas Grant Springer in Smart Set. The Hollyhock stand in a stiff, prim row. Lining the garden walk. The Bachelor Buttons behind them grow. But bigger on their stalks the Hollyhocks blow. Nor look behind them because they know How cold are indeed to talk. So the Bachelor Buttons swing to and fro, ignored by the Hollyhock.