

### Why I Am for Hoover

An Interview With Henry Ford

By Samuel Crowthers in Saturday Evening Post

I am for Hoover for president because he has shown that he can size up any job, pick the right man and direct it thru to success. Thru fourteen years—ever since Belgium—he has been handling some of the biggest jobs in the world. He has made a success of every one of them. He has shown that he is not afraid of size.

The greatest job that the world has ever known is now before this country. It is so big that none of the old-line politicians even know that it exists. We have developed this country just enough during the past six or seven years to know that such a job was thought to be impossible can be made possible under the right leadership. The task is to make such use of the experience we have gained that we can build rightly for the future. Otherwise we are going to lose all that we have gained. We have the men, we have the money and we can make the tools. But all these will be useless without leadership. That leadership, because the thing is national, must be in the president. The quality of Hoover's leadership requires no experimenting. It is a demonstrated fact.

The leadership of one other man has also been demonstrated. His name is Calvin Coolidge. But he has said that he will not be a candidate to succeed himself. Quite a number of people affect not to believe that he means what he says. They seem to think that he ought to repeat his no every day. I respect the man too much not also to respect his word. He has been a fine president and doubtless he could have remained in office, but he has declined and is out of it. He has made a place in history.

We have had a taste of how experience can be put to work to serve the people. Secretary Mellon came into the treasury from big business, and he has used his experience in handling great amounts of money. That, according to a certain kind of politician, unfitted him for office. But now everyone acknowledges that his management of finance has saved the country hundreds of millions of dollars that a less trained man would never have known could be saved. Likewise, to the department of labor Secretary Davis brought a long experience in the leadership of men, and therefore he has been a success in his office.

**A Pleasant But Costly Compliment**  
But of what value is experience in the management of public affairs? What difference does it make who is president? The politicians of both parties apparently think that selecting a presidential candidate is no affair of the people at all. The primary elections were established on the theory that thru them the members of a party in a state might express a choice of candidates. That has been the theory. The practice is to select a stalking horse who has as much chance of being eventually nominated by his party as he has of being emperor of the moon, call him a favorite son, let him amuse himself making speeches, and then get the people voting for him as a matter of local pride. The delegates he gains are not delegates at all, but just pawns in a political game that is commonly played in a hotel room.

The people thus have the right to nominate jangled away from them. They good-naturedly vote for their favorite son, not because they want to see him president but just to pay him a compliment; and the politicians play on this good nature for their own purposes.

If one were to judge by the array of favorite sons that are being brought forward as presidential candidates, then experience is of no moment—only only another way of saying that it makes no difference who is president. More than a few republican politicians have the notion that any republican candidate will be elected, while some democratic politicians privately believe that any democratic candidate will be defeated. My own opinion is that the independent vote of the country will decide the election, that vote will be cast for the best man, regardless of party. The younger generation is not hog-tied to any party.

To get back to the question: What difference does it make who is president?  
We all have our personal preferences, but a mere preference is not important. If it be true, as is said, that no real issues are before the country, then any man of reasonable ability will make an acceptable president. The favorite sons are not stating any issues—other than those which orators always state. Mr. Hoover cannot state any issues, for he is a member of the administration and its spokesman in President Coolidge. We can hardly decide what kind of president we want until we know something of the task which inevitably lies before any president when we may elect.

It is quite true that we have no real political issues. But we have an economic problem which looms

### GOITRE NOT A DISEASE

Milwaukee Doctor Makes Remarkable Discovery

Milwaukee, Wis.—It has been brought to light by scientific research that goitre is not a disease and is not to be treated as such. Dr. A. A. Rock, Dept. 762, Box 737, Milwaukee, Wis., a prominent goitre specialist for over 24 years, has perfected a different method of treatment for his patients that has proved remarkably successful. This same method is now being used for a home treatment of goitre cases all over the country with astonishing results. The doctor states that goitre is a condition which grows worse with neglect and recommends immediate attention no matter how small the growth may appear. He strongly opposes needless operations. Dr. Rock is the author of a book that tells in a simple way about treating goitre at home. He has published this book at his own expense and will send a copy free to anyone interested. Write him today.—A.G.V.

greater than any of the old issues. It is not in politics. It cannot be described in the old language of politics.

No one is much concerned now with liberty and independence as tied up with the right to vote. We have all the rights our forefathers struggled for. We are concerned with new and different rights and responsibilities. The great issue is to develop this country to a point where every man and woman has the opportunity both to work and to play.

We have proved that wages can be made high. We have now to prove that they can be continuously paid—that there will be no periods of unemployment over which the worker cannot finance himself. The working day has become eight hours instead of ten or twelve hours, and the six-hour day may be just around the corner. The five-day week is no longer an experiment. And so the use of leisure is up for analysis. We must have analysis or otherwise we shall just have regulation—which means that we shall lose the freedom that we are working forward to.

**Transport**  
No man is wise enough to say how the future should be planned. But we have right at hand many enormous developments which will keep all of us busy over enough years to give us a chance to gain more experience and on this experience to do more planning.

This country could not have developed without transportation. That gave us national markets. These are mass markets, and thus we have been able to use better methods of manufacturing and get higher wages and lower prices. The first rapid transportation came thru the railroads. Then came the automobile. The motor vehicles were at first thought to be competitors of the railroads, but now we know that they fit together. Business breeds business, and now we have not enough transportation. We must use the great waterways that have been put here for us to use both for transport and for power. Dams and their power improves them for transportation. Besides, the accumulation of these large bodies of water assists the rainfall. We have the Great Lakes and the Mississippi partly in use, but they are doing only a fraction of what they can be made to do. And many other projects only await further planning and coordination.

For we know that we are in need of all kinds of transport—by air, by land and by water—and that each has its place and that each will make business for the others. This country needs to have its industry more spread out. Electricity and transport will do this. Then things can be made whose it is most economical to make them. We have too much useless transport of goods. If we can cut out this waste, then the added purchasing power will create so much new business that all the new facilities of transport will be taxed to their utmost to carry these products which must be carried.

This program will circulate billions of dollars. Don't say it will cost billions of dollars; say it will circulate billions of dollars. That is the true way of saying it. We have the money and will have much more, for every dollar thus spent will produce several dollars. And undertaking this work will mean that for many years—perhaps forever—we shall not have to bother about unemployment anywhere. Both the farm and the factory will share in every dollar that is paid out to the men actually on the work.

It does not matter to me who does the work or who owns the work when done. It is use, not ownership, that counts. Our government is not organized to manage business and therefore we should probably get less out of government-owned enterprises than we should get out of privately owned. For private ownership has to charge low rates in order to get volume, and to practice efficiency in order to get profits. The government has to do neither. The public advantages of private ownership are unequalled. The large statement of what this country must do for its own well-being also describes the kind of president it needs. It is not that the president is the director general of the nation or any other kind of absolute ruler. But someone has to be spokesman for the progressive need of the country. In times past we have had very able men who led the country without living in the White House. We called them bosses—and they were. We do not now need bosses, but we do need a president who is the natural spokesman and leader of the country. But he cannot lead without a knowledge of what he is leading.

Hoover knows the language of modern progress better than any man. As an engineer, he has already planned the water and hydro-electric development of the country; and as a public officer and with a knowledge of cause and effect, he knows the great present and future influence of these developments. For instance, in 1921 he was the guiding spirit of the employment conference which met to discover ways and means to end the hardships of unemployment. That was a conference of employers to find methods for putting people to work.

**A Man of Ideals and Action**  
There was unemployment everywhere in the world. In England and other countries the politicians met the situation by granting a dole to the unemployed—and made matters worse. Our employers spread out their work among as many employees as possible and all the public work which could be started was started. And the result was that by 1922 the whole country was at work and by 1923 we were having a high prosperity. That is only an example of what planning can do. From time to time foreign nations have been foolish enough to imagine that by some system of control they could raise the prices to us of raw materials that we had to have and which they imagined they alone could supply. Some of the controls were official and others were semi-official. The British control of rubber was undertaken from the best of motives, but the temptation to boost the price was too strong and no rubber went above a dollar a pound. Secretary Hoover did not ask for legislation or make any protest—any foreign nation has the right to charge us what it pleases. It is up to us to defend ourselves. He called a meeting of the rubber men. They learned just how much rubber was already in the country and what could be done toward reclaiming rubber. That broke the artificial price and saved the users of automobiles at least half a billion dollars. Incidentally, it caused some of us to make a start toward getting our own sources of rubber. A man less versed in the ways of the world and of business would have made a great many speeches and probably had the country talking and accomplished nothing but the generation of a great deal of hard feeling.

This man Hoover not only has ideas but he can do things. He knows what to do and where to find the right men. Among what are said to be the issues are prohibition and what is called farm relief. We cannot elect a president who depends on advance that he will take the oath of office with a mental reservation not to support the constitution. No candidate proposes to do this.

Some farmers are well off and others are not. But I cannot regard the farm as distinct from industry or as in opposition to industry. A president who says in advance that he will take the oath of office with a mental reservation not to support the constitution. No candidate proposes to do this. Some farmers are well off and others are not. But I cannot regard the farm as distinct from industry or as in opposition to industry. A president who says in advance that he will take the oath of office with a mental reservation not to support the constitution. No candidate proposes to do this.

The small farm as a money-making affair is dead, just as the small country store is dead. And they are dead because they are made. The man who wants to be so called that he can earn a living without improving his methods is beyond aid. And I suspect that only the farmers who are failure are asking for help.

That the vast majority of farmers are not failures is shown by the buying power of the farm product. I know farmers who make out well and others who do not, and those who make out well would do equally well in almost any line. The other could fall in any thing. That happens to be the way of the world—and no one knows it better than the farmers.

The plan for government-owned enterprises that we should get out of privately owned. For private ownership has to charge low rates in order to get volume, and to practice efficiency in order to get profits. The government has to do neither. The public advantages of private ownership are unequalled. The large statement of what this country must do for its own well-being also describes the kind of president it needs. It is not that the president is the director general of the nation or any other kind of absolute ruler. But someone has to be spokesman for the progressive need of the country. In times past we have had very able men who led the country without living in the White House. We called them bosses—and they were. We do not now need bosses, but we do need a president who is the natural spokesman and leader of the country. But he cannot lead without a knowledge of what he is leading.

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to pay wages and earn money with low prices. That has created big business. It will create big farming. We are now in the transition period and that is always a period of temporary hardship.

In short, we are not using what we have. There is a tendency to think of the country as already developed, when actually the development has scarcely begun. We have already gone far beyond what any other nation. We have done this by taking advantage of science in a large social way for the benefit of all. The whole country is in flux. If an industry or an industrial unit tries—even for a little while—to stand still, it never catches up again. New methods in farming are coming in as quickly as are the new methods in industry. New methods are adopted in both industry and agriculture only because they make a fuller use of materials and men than did the old methods. We have reached our present point without plan, but to go much further we need the opening of the country on a broad basis that the government itself must aid—not in finance or in managing but in helping so to plan that the barriers to individual action may be removed. And unless we take this in hand quickly we may find our progress rather suddenly blocked. That is a very real danger. We are faced with the alternative of use or decay.

To know that we have come to the end of our resources within a given circle is to know something worth while. If the old circle is barren, nothing is left but to look for a newer and wider circle, and that is exactly what will occur under the pressure of the circumstances which are now piling upon us. The old system is going out of business; there is no

cure but the wisdom to welcome the new era, which will not alone solve our present problems but abolish them utterly.

It was very nice to be a politician and officeholder fifty or even twenty years ago, when so much could be done by a deft speech or a skillful bit of legislation. Those were the good old days when legal enactment could soothe almost any hurt. But that day is past. The political day is past. The day of speeches on the stump and bills in the legislature is past. Those charms will no longer work.

The tragedy of present day politics is that, with the most desperate need of party salvation on all sides, the party men cannot see what they must do to be saved, and could they see it they would not do it. The old era has them in too firm a grip.

This is already in evidence in the very values which congress puts on its actions. We have had a number of congressional investigations through several years which have shown up some very bad conditions. But the people have always known that a certain number of rascals got into politics and that they are about equally distributed among the parties. The public has no tendency to excuse or to whitewash crime in high places. But they are beginning to wonder what sort of system it is that does not prevent these things from happening. Why do not these investigations lead to the devising of ways and means to prevent?

**Politics as It is Played**  
Neglect of the important business costs the public more than it would be possible for anyone to steal. Dishonesty is never more than a detail and can be handled

action to the pressure. It is amazing to note how large a percentage of our intelligent classes remains in the region of fault-finding simply because effort is retired to rise into the region of analysis. Lazy-mindedness is a disease which drives the mind to lean on any convenient defect that may seem as an excuse for reason. To express and nurse a grievance, instead of diagnosing it, is the first tendency of human nature. This

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