

Professor Nevins (I, 549) inferentially likens Rockefeller's domination of the pipe lines to Hitler's rape of Poland. He seems to think that Rockefeller's aims and objectives were socially desirable, while his methods were iniquitous and socially dangerous. Many others conclude that the lives of our industrialists point to a shift to an alternative system such as socialism or communism. At this moment the world seems to be experimenting with national capitalism under the aegis of Hitler. No study of business from the outside or by outsiders can meet the needs of today. We have come to a place where we need what a Rockefeller business institute could give us—appreciative, critical, and constructive leadership. Let this be bold and fearless. Let it be fair not to capital at the expense of labor nor to labor at the expense of capital. Let this leadership not swing to the extremes that we have witnessed in the last few generations but give us an even keel of effective sailing, such as Rockefeller appreciated, toward a goal that he intellectually worked out for himself. Rockefeller was not a social philosopher, though he had the intellect for great attainment. The social philosophy that we need today is the one that has business in it. No nation more than America and no name more than Rockefeller's could effectively assume the necessary leadership.

A Steel Man's Recollections

The December, 1940, issue of *The Western Pennsylvania Historical Magazine* contains a twenty-page article that might well be an example to business men. Written by Willis Larimer King, who was with the Jones and Laughlin Steel Company from 1869 to 1936, the article gives recollections and conclusions from his long business life. As history it is important especially for its incisive observations concerning problems and leaders in the industry. Among historical materials there is no substitute for such records of the experiences and the observations of the actors who participated in the historical scene.